

# **Executive Programme in Public Management**

## **Innovations and Good Practices in New Public Management**

Ministry of Personnel, Public Grievances and Pensions  
Department of Administrative Reforms and Public Grievances  
Government of India

**6-10 October, 2008**  
at the Administrative Staff College of India  
Hyderabad, India

A CAPAM Senior Leadership Programme  
in Collaboration with the Commonwealth Secretariat  
and the Government of India



## **Programme Rationale**

Rapid changes in socio-economic, political and technological environments have had a profound effect upon the public sector. Governments around the world are attempting to deal with these new realities through public sector reform initiatives, including: policy, legal and regulatory changes; the implementation of E-government initiatives; new and emerging governance structures; decentralisation; enhanced citizenship engagement; and new methods of customer service delivery.

These initiatives have spurred the development of new approaches to public sector management and encouraged governments to experiment with new forms of alternative service delivery and public-private partnerships. This has resulted in the introduction of business process re-engineering, improved project management, team building and leadership, and the introduction of business models to assess programme performance and to undertake strategic planning. As a result there has been a new emphasis on recruiting, developing and training human capital, which is so critical to the operation of government institutions.

This Executive Programme in Public Management will enable senior public officials to benchmark **Innovations and Good Practices in New Public Management**. The programme is targeted at senior leaders and agents of change management. Participants will learn through interaction with their peers from across the Commonwealth.

## **Programme Objectives**

The programme will help participants to:

- Spearhead changes at senior levels within their agencies/organizations
- Implement good practice in public management policies and programmes
- Develop the required professional management perspectives for operating in an environment of leading public sector and economic reform
- Acquire benchmark for best practices in the design, development, implementation and delivery of government programmes and policies
- Draw out the learning lessons in terms of 'innovations and good practices' in public management
- Establish Programme Alumni as CAPAM members which will help to facilitate the creation of a self-sustaining network to aid a learning organisation

## **Programme Content**

The Programme will have five key components, focusing on the following core areas:

- Leading organisational transformation
- Financial and Project Management
- Knowledge management and governance
- Management of Change
- Decentralisation of Government and Service Delivery

There will also be a practicum, which is an exercise in 'action learning' where participants will be asked to develop action plans addressing specific issues currently faced by their organisations. Participants will have the opportunity to undertake the assignment related to their own organisation or career planning.

The practicum will be identified prior to the commencement of the programme.

## **Models for Public Sector Reform: International Context**

The Programme will address the issue through the analysis of approaches of a number of experiences in the field of public sector reform. It will review activities in other selected developing countries of the Commonwealth and these will be contrasted with other experiences in both developed and developing countries

## **Training Methodology**

This is an interactive programme, which will provide participants with opportunities to freely exchange ideas, knowledge and experience with each other and the resource persons concerned.

## **Participant Profile**

The programme is targeted at Permanent Secretaries and members of the senior management category within the national civil service. Emphasis will be placed on professionals with demonstrated executive capabilities and the capacity to become change agents in their respective organisations.

## **Terms of Awards**

Selected officials will be provided with financial support jointly by the Commonwealth Fund for Technical Cooperation and the Government of India covering the course registration fee, board and lodging, local transportation to and from the hotel and training venue, and field tours as part of the learning journey.

Participants or their nominating government/agency will be expected to bear any costs related to airfares and travel expenses to India, as well as incidental expenses such as passports, travel insurance and airport fees.

**Accommodation**

Accommodation will be in the Executive Hostel, Administrative Staff College of India at Hyderabad.

**Applications/Nominations And Enquiries**

Applicants must be nominated through the GIDD Point of Contact in their respective country of origin and must complete the GID/1 Form, which is available with the POC's office in the country concerned.

The completed form must be sent to:

**M Jasimuddin, Adviser (Asia)**  
**Governance & Institutional Development Division**  
**Commonwealth Secretariat**  
**Marlborough House, Pall Mall**  
**London SW1Y 5HX, U.K.**  
**Direct Tel: 44 (0)20 7747 6343 Fax: 44 (0)20 7747 6335/6515**  
**Email: m.jasimuddin@commonwealth.int**

For Indian participants, the completed forms should be sent to:

**K S Saha**  
**Director**  
**Department of Personnel & Training**  
**TRAINING DIVISION**  
**Old JNU Campus, Block IV, IIIrd Floor, New Mehrauli Road**  
**New Delhi – 110 067**  
**Tel : 0091 11 26107956; Fax : 0091 11 26107962**

A copy of the form should also be sent to the host organisation:

**Lucy Knight, Manager, Events & Programmes**  
***Commonwealth Association for Public Administration & Management***  
**L'Esplanade Laurier, 300 Laurier Avenue West**  
**West Tower, Room A-1245, Ottawa, Ontario**  
**Canada, K1N 6Z2**  
**P: +1 613 996 5026 F: +1 613 947 9223**  
**E: lknight@capam.org**

***All applications/nominations should be received not later than September 22, 2008.***

## **About the Organisers and Sponsors**

### **CAPAM**

The **Commonwealth Association for Public Administration and Management** was established in 1994 to facilitate the exchange of information and knowledge on public administration among Commonwealth countries and beyond. The origins of CAPAM lie in the initiative to define and promote the practical requirements of good governance, just and honest government and the fundamental political values outlined in the Declaration of the Commonwealth Heads of Government at its meeting in Harare, Zimbabwe in 1991.

Today, the CAPAM network includes elected and appointed officials from all levels of government, researchers, professors, students and private sector individuals interested in development, reform and innovation in the public sector. CAPAM recognises the growing pace of change in a global context, and continually strive to provide innovative programming and services to their members.

**To learn more, please visit** [www.capam.org](http://www.capam.org)

### **Governance & Institutional Development Division, Commonwealth Secretariat**

GIDD was formed in January 2002 by the merger of Management & Training Services Division and General & Technical Assistance Division, and operates as part of the Commonwealth Fund for Technical Co-operation. Its purpose is to strengthen good governance in member countries by providing advice, training and expertise to build capacity in institutions throughout the Commonwealth. It has in-house specialist expertise in governance, including public sector reform and restructuring, public-private sector partnerships and public sector informatics. It is also able to provide assistance across a wide range of development issues to meet the particular needs of individual member countries.

Each year CFTC, through GIDD, provides assistance for some 4,000 individuals to pursue courses both in the formal and in the non-formal sectors of training in over 300 institutions, mostly in Commonwealth developing countries. It carries out around 50 consultancy assignments and provides about 80 short and long-term experts. Two-thirds of its experts are recruited from member developing countries to assist other Commonwealth countries.

## **Government of India**

### **Ministry of Personnel, Public Grievances and Pensions**

The Ministry of Personnel, Public Grievances and Pensions is the coordinating agency of the Government of India in personnel matters specially issues concerning recruitment, training, career development, staff welfare as well as post retirement dispensation. The Ministry is also concerned with the process of responsive people - oriented modern administration. The Ministry comprises of three departments: Department of Personnel and Training, the Department of Pension and Pensioners' Welfare, and the Department of Administrative Reforms and Public Grievances

The Ministry co-operates with foreign governments, bilateral and multilateral agencies in the area of Personnel Management, Public Administration, Governance and Administration. One of the areas of cooperation is joint training programme involving participation of civil servants from different countries. This provides a forum for collective learning and experience sharing enriching the knowledge of the civil servants of the participating countries. This objective is sought to be achieved through supporting programmes like the present one.

**To learn more, please visit** [www.commonwealthextranet.net](http://www.commonwealthextranet.net)

### **Administrative Staff College of India**

The Administrative Staff College of India (ASCI) is an autonomous institution, established by the Government of India and leading industrialists in 1956 to provide in-service training for civil servants and executives from public and private sectors. It has since expanded its range of activities to include research and consultancy, and it now covers public administration, public policy, monitoring and evaluation, human development and innovation and technology policy in its range of activities. The Government has declared it an institution of national importance.

The College has a visibility abroad. Participants come not only from countries in the immediate area such as Sri Lanka, Nepal, Pakistan and Bangladesh, but also from Africa, Central Asia, Latin America and the Caribbean. About 6% of total programme participants during the academic year 2005-2006 were from countries outside India.

The College now has collaborative relationships with institutions in several countries in the areas of management education and governance. ASCI continues to have collaborative arrangements, both in respect of training and in organising seminars with international institutions like the Commonwealth Secretariat, World Bank, the Asian Development Bank, UNESCO and UNDP.

**To learn more please visit** [www.asci.org.in](http://www.asci.org.in)