

PUBLIC & DEVELOPMENT MANAGEMENT

University of the Witwatersrand, The Graduate School of Business Administration
BUDGET FOR 1992 & 1993

1 9 9 2 1 9 9 3

(Band)

CAPITAL

Computer/ Printer/ Programmes 9 000 5 000

Alterations / Furniture / Filing Systems 350 000 80 000

Photostat/Fax 1 500 500

Appliances 1 000 500

Student Furniture 3 000 1 000

Library

(a) Acquisition 100 000 50 000

(b) Set-up costs 1 100 000 10 000

Sub-total: Capital 563 500 147 000

SALARIES & FEES V

Staff 860 312 1 173 683

Professional fees: Audit & Admin ' 9 600 10 000

Sub-total: Salaries & Fees 869 912 1 183 683

CURRICULUM DEVELOPMENT

Specialist Materials / Resources / Teaching Aids 35 000 5 000

Evaluation/Consultants / Action Research 55 000 65 000

Sub-total: Curriculum Development 90 000 80 000

CONSULTATION / FACILITATION / INTEGRATION

Networking & Travel 36 000 42 000

Wsits/Studytours/Conferences/Seminars 52 000 60 000

Sub-total: Consult./FacII./Integratlan 88 000 102 000 _

MARKETING/PROMOTION 10 000 30 000

OVERHEADS

Recruitment 5 000 1 000

Phone/Fax/Postage 12 000 15 000

Rent/Water/Electricity 220 000 252 000

Printing/Photostat 12 000 15 000

Refreshments 1 000 1 100

Entertainment 1 000 1 100

Sub-total: Overheads 251 000 285 200

TOTA L: 1 872 412 1 827 883

PUBLIC & DEVELOPMENT MANAGEMENT (P&DM)

Programme in Public Policy & Development Administration (PPDA)

NOTES to BUDGET for 1993:

1 . Salaries and Staff Benefits: Salary Package Total per Annum

1992 1993 9 1992 1993

Academic Staff:

Programme Co-ordinator .9666 9666 116000 116000

Senior Lecturer: 7 416 7 416 89 000 89 000

Senior Lecturer 7 416 7 416 89 000 89 000

. Senior Lecturer - 7 416 - 89 000

Lecturer 6 333 6333 76 000 76 000

Lecturer - 6 333 - 76 000

Lecturer - 6 333 - 76 000

Part-time lecturing (442/512 hrs x R170) 75 000 87 000

Supplementation 50 000 75 000

Curriculum Research Fellow (part-time) 50 000 75 000

Research Fellow (part-time) 50 000 57 000

Assistant/research Fellow (part-time) 35 000 35 800

Sub-total: 630 000 940 800

Non-Academic Staff:

Development Fund Officer 8 334 8 334 100 000 100 000

Administrator (Gr 9) 4 500 4 500 54 000 54 000

Secretary (Gr 6) 2 667 2 834 33 000 34 000

. Receptionist 2 450 2 500 29 400 30 000

Pmt/Messenger (part-time contribution) 1 167 1 250 14 000 15 000

Sub-total: 230 400 233 000

Total: 860 400 1 173 800

2. Implementation Costs: Refer to Budget

3. Programme Costs: Refer to Budget

4. Capital Costs: Refer to Budget

5. Other Funding Sources:

1 991 1 992

International: Ditch Government 275 000 270 000

Ford Foundation 280 000 280 000

Canadian Government 20 000 -

Rockefeller Foundation 42 000 No further funding

National: Libetty Life Foundation R3 mil a year for 6 years starting 1992

(Linked to construction of new building)

Self-generated income: University Ofthe Witwatersrand (Donated building site worth R1,8 m il)

Student Fees 1992: R350 000

Hlstory Of the Project: Submittedpreviously.

Alms and Oblectlves:

The Public and Development Management School will, as its fundamental mission, provide su itable

professional management skills to effectively service various public policy sectors. At t he same time

the training will be provided in a context which reflects the demographic situation of So uth Afrn'ca,

and which builds mutual understanding and a shared professional ethic across racial, cult ural and

ideological divides. The programmes will seek to attract both existing and potential gove rnment and

development sector leadership, and will have a distinctive strategic, management and oper ational

focus. Various parts of the programme will concentrate on national, regional and local go vernment

development, whilst other pans of the programme will address issues in defined sectors. I t is

anticipated that the new school will amact students from all over South Aftica, as well a s from the

Southern Africa legion as a whole. In the longer term, it is intended that this programme will

constitute a recognised Afrn'can and international ceneue of excellence in public policy an d

development management.

The programme aims at building skilled and effective management capacity within the broad er South

African community, which will invaluablely assist in the effort to achieve rapid economic p rogress and

lasting peace within the country.

(Forfulldetails see document titled "Proposed School of Public and Development

Management to be established within The Faculty of Management at the

University of the Witwatersrand").

Target Group:

The organisation and academic endeavours of the P&DM are nondiscriminatory and based on values essential to the promotion of a non-sexist, non-racial democratic society. The target groups are people with an interest in a career in public and development management working towards progress within the new South Africa. This includes people from NGOs, community organisations, the existing civil service, the social service sector, political organisations, parastatals and quangos.

P&DM has an affirmative action student admissions and staff appointment policy.

2. Description of the Project:

The establishment of a School of Public and Development Management (P&DM), orientated to the new South Africa.

The PPDA is a training programme targeted at managerial level staff from NGO's, development agencies, political organisations, and public servants in the areas of:

- (i) management and planning,
- (ii) organisational development and design,
- (iii) policy planning and research, and
- (iv) development strategy and implementation.

It is located within the University of the Witwatersrand Graduate School of Business Administration

(soon to become the Faculty of Management) and intends to offer the following:

- (a) short, non-examinable Skills Training Programmes aimed at staff unable to follow the full-time courses,
- (b) a one-year Graduate Diploma in Public Policy and Development Administration, and
- (c) a two-year Masters in Policy Planning.

The PPDA is a programme developed largely out of the concerns and preoccupations of formerly

exiled cadres who, together with participants in the democratic movement, had previously focused on

the questions of problems posed by the apartheid civil service and the future of public administration

in South Africa. It was recognised that at present there is no formal training programme that provides

potential public sector leaders with appropriate managerial, organisational and policy skills. The

University of the Witwatersrand Graduate Business School, which already encompasses some innovative managerial and policy study programmes, agreed to host the PPDA.

In addition to providing regular university diploma and degree courses, the PPDA also intends

conducting shorter skills training courses in key managerial fields. The project development is being

guided by a Consultative Committee constituted by members from the different programmes in the

Business School and a full-time co-ordinator with the primary aim of consulting as widely as

possible and establishing an Advisory Board for the programme.

10. Programme of Action:

The programme commences in 1992 with a Post Graduate Diploma in Public Policy and Development Administration (PPDA). The programmes for 1992 and subsequent years include the following:

1992 onwards:

1993 onwards:

1995 onwards:

(For full details see document titled "Proposed School of Public and Development Management to

be established within The Faculty of Management at the University of the Witwatersrand")

Approx. Number of Students

Post Graduate Diploma - full time 45

Post Graduate Diploma - part time 45

4 Four-week Certificate Programmes 100

15 One-week Management Development Programmes 500

2-Year Master Programme - full time 30

3-Year Master Programme - part time 30

3-Year Phd Programme 6

11. Structure and Accountability:

The Public and Development Management programme is structured as a special programme within

the University of the Witwatersrand Graduate School of Business. It is intended that it will grow into

a separate School under an expanded Faculty of Management at the University.

The school will operate within the rules and procedures of the university but will function under the

auspices of a board constituted by representatives from the public, community and development

sectors.

P&DM took a leading role in establishing the network known as the New Public Administration Initiative,

which is actively and successfully engaged in transforming public administration and

development management training on a material basis. We are working particularly closely with Mr

Job Mokgoro of the University of the Western Cape (UWC) who is investigating the establishment

of a counter-part project at UWC. (See attached documentation regarding the New Public Administration Initiative).

Insofar as the teaching methodology is strongly interactive and participatory, the students/delegates

have a strong influence on the training offered within the teaching compact. Management of

developmental action and gender issues feature as explicit parts of the curriculum.

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13.

Impact:

The P&DM accepts the responsibility for assuming a leadership role in equalising opportunity in education and increasing participation for all in the management of the country. The mission of the programme is to provide a broad range of management education for the public and development sector, appropriate to the requirements of a public sector undergoing rapid socio-political and economic change.

Admission for the full-time and part-time Post-graduate Diploma in Public Policy and Development

Administration (PPDA) is still open.

As of January 6 the admissions breakdown, in terms of race and gender, was as follows:

Full-time: 50 Students of which 19 are women, and (38%)

36 are black Africans (72%)

Part-time: 56 Students of which 14 are women, and (25%)

37 are black Africans (66%).

(Students without degrees who have been admitted represent approx. 15%).

Monitoring and Evaluation:

Monitoring and evaluation occurs on various levels.

(i) Academic evaluation through peer interaction, including colleagues from other universities (local and international).

(ii) Relevance and appropriateness as evaluated by the P&DM board consisting of representatives from the development, community and public management sectors.

(iii) Regular internal evaluations and strategy sessions.

(iv) A special ongoing evaluation has been commissioned (funded by the Ford Foundation) using the Graduate School of Public and International Affairs at the University of Pittsburgh. The first full report from this process will be in July 1992.

(v) Student evaluation from certificate / diploma / degree courses and delegate evaluation from Management Development Courses.

14.

15.

Project Activity for the Last Year:

See enclosed document entitled "Contextual Analysis for the Proposed School of Public and Development Management" - this constitutes a generic and comprehensive document regarding the

project and progress to date.

Of particular note was the Introduction to Public Administration course run in December 1991 for

the six ANC, two PAC and one AZAPO delegates selected by their organisations to attend a high-

level training course at the British Civil Service College. P&DM will also be involved in follow-up

activity associated with the practical transformation of civil service staffing and training policies in ,

line with the ongoing constitutional negotiations. (A programme of this course is attached).

From January 7 to January 26, 1992, the P&DM will run a Development Management Course for Community Leaders. This course has drawn participants from the regional development forums and has been arranged in close contact with the ANC Department of Economic

Policy. (A full programme of the course is attached).

Project Future Plans:

We aim to meet the educational objectives as summarised above in the section programme of action

and further detailed in the document "Proposed School of Public and Development Management to

be established within the Faculty of Management at the University of the Witwatersrand".

We aim to continue to organise management development courses specifically targeted to facilitate

transformation and empower democratic forces in terms of management and development skills. (See

introduction above on short courses to date and attached programmes).

We intend building construction to start in March 1992 with a possible completion date by December 1992. We will therefore move out of rented accommodation as early as possible in 1993.

We aim to increase our capacity for management training oriented towards democratic transformation and greater social and economic equality. Concerning the ongoing constitutional

negotiations, we expect to be in a position to be training directly for government as soon as viable

interim arrangements are worked out at CODESA by the major political actors.

In respect of our impact on previously marginal groups, we will continue our affirmative action

approach with assessments of progress to date. Black Africans represent a majority of our students

and delegates, however women students / delegates are as yet under 50%.

Our major area of impact thus far is the Pretoria-Witwatersrand-Vereeniging (PWV) region, which is a

vital social and economic region in South Africa. Many of our students however gained their initial

qualifications at one of the historically black universities.

We also intend continuing our highly successful national and international networking with centres of expertise in public and development management. We are presently securing linkages with a number of universities and organisations, including the Commonwealth, Afriicare in the USA and East and Southern African Management Institute (ESAMI). We will in future be networking and marketing our programme across the whole Southern African Development Coordination Conference (SADCC) region as we strongly believe in regional co-operation for effective development and economic empowerment. In terms of funding self-sufficiency we remain alert to and involved with ongoing constitutional negotiations which will allow us to enter into the official South African Post Secondary Funding V system. We remain confident that our impact and performance during transition will ensure a place for us within the education and training budget of a representative government, once it has a chance to re-organise the present public management accreditation and funding policy. We continue however to expand our donor base and at present are concentrating on raising student bursaries through the EC and the French government.

Wed, Jan 7, 1992.