



ECA Multidisciplinary
Regional Advisory Group

**Report of a Mission to Zimbabwe
- Restructuring of Zipam**

By
M.J. Balogun
Senior Regional Adviser

ECA
350(689.1)
R4255

UNITED NATIONS
Economic Commission for Africa
Addis Ababa, Ethiopia

UNITED NATIONS
ECONOMIC COMMISSION FOR AFRICA

ECA Multidisciplinary Regional
Advisory Group

REPORT OF A MISSION TO ZIMBABWE

- RESTRUCTURING OF ZIPAM

By

M.J. BALOGUN

Senior Regional Adviser

October 1993

Addis Ababa

Executive Summary

1. Within the short period of its existence, ZIPAM planned and implemented regular and in-plant training programmes in response to the request of its clients.
2. If the Institute is to discharge its statutory obligations and meet new challenges, it needs to redress the imbalance between, on the one hand, training, and on the other, research, and consultancy, develop private sector programmes, and address the concerns for policy and strategic studies.
3. As a first step towards re-orienting ZIPAM towards new challenges, it is recommended that the existing four Divisions be replaced by the following:
 - (a) Division of Policy and Strategic Studies
 - (b) " " Public Sector Management
 - (c) " " Business/Private Enterprise Studies
 - (d) Women in Development Programme
 - (e) Consultancy Unit.
 - (f) Administrative and Finance Division (to provide the necessary administrative and logistics support).
4. In implementing the new organisation structure, due consideration should be given to the background and competence of the regular and the "visiting" faculty.
5. In accordance with its new emphasis on relevance and credibility, the Institute should adopt the following grading structure;
 - (a) Director & Head of Division
 - (b) Chief Management Dev. Officer
 - (c) Principal Management Dev. Officer
 - (d) Senior Management Dev. Officer
 - (e) Management Dev. Officer (a trainee post)

6. In addition to enhancing its revenue-generation capacity through a sustained programme of training and consultancy, ZIPAM should solicit the assistance of the local private sector towards:
 - (a) the endowment of posts in the Division of Business/Private Enterprise Studies;
 - (b) the establishment of a Trust Fund for Policy and Management Research in Zimbabwe.
7. The appeals to the private sector should be supported with well-researched and lucidly written Project Documents.
8. ZIPAM should maintain an open channel of communication with the private sector as it has done with the public sector.

Introduction

At the request of Dr. S.T. Agere, Director General, Zimbabwe Institute of Public Administration and Management (hereafter referred to as ZIPAM), Mr. M.J. Balogun, Senior Regional Adviser, Policy Management and Institution Reform, undertook a mission to Zimbabwe between 17 and 20 May, 1993. The mission's terms of reference are to:

- (i) examine the mandate, functions and roles of ZIPAM;
- (ii) trace the impact of the policy environment on the work of the Institute;
- (iii) propose an organizational structure which will enable the Institute to carry out its functions and meet new challenges and demands;
- (iv) prepare detailed job descriptions outlining the duties and responsibilities of the core staff, and, drawing on the experiences of similar institutes in other countries, specify the qualifications and experience required for the various positions;
- (v) recommend, where possible, new sources of funding the institute's activities;
- (vi) submit any other recommendations or observations which accord with the Institute's new status as a parastatal.

Method of Proceeding

2. In addressing the issues raised as part of the mission's terms of reference, the Regional Adviser consulted a number of

secondary sources of data particularly, ZIPAM's programmes of activities, estimates of revenue and expenditure, the ZIPAM Act of 1990, as well as internal working papers prepared by the Institute on its future programme thrusts.

3. In addition, the Regional Adviser met and discussed with the directing and professional staff of the Institute. He is particularly grateful to the following for their assistance:

- Dr. S.T. Agere - Director-General
- Mr. D.M. Sibanda - Deputy Director-General
- Mr. W.V. Bhule - Head, Division of Local Govt.
- Dr. I. R.M. Cormark - Head, Division of Dev. Planning
- Dr. N.M. Nyangulu - Head, Human Resources Division
- Mr. Z. Jaravaza (Dev. Planning Division)
- Mr. S.D. Chiwaro (Human Resources Div.)
- Mr. M.L. Chidimu (Local Govt. Div.)

4. To obtain the views of some of the Institute's clients on its current and future role, the Regional Adviser held further discussions with the under-listed persons:

- (i) Mr. Shora, Director of Training, Ministry of Public Service.
- (ii) Mr. J.M.M. Chibumu - Assistant Director of Personnel, Posts and Telecommunication Corporation (PTC)
- (iii) Ms. Z. Chigwedere - Manager, Manpower Development (PTC)

- (iv) Ms. C.F. Mhlanga - CEO, Management and Supervisory Training (PTC)
- (v) Mr. Brian Jirira - Assistant Director (Training) Air Zimbabwe
- (vi) Mrs./ J. Kuhn - Institute of Chartered Secretaries and Administrators in Zimbabwe

Structure of Report

5. As required by the mission's terms of reference, this report examines the role of ZIPAM and discusses the challenges facing the Institute as a result of its new status as a parastatal. The report further proposes measures aimed at enhancing the Institute's programme delivery capacity as well as its access to resources. The draft job descriptions for the core posts are annexed to the report.

I. The Role of ZIPAM

6. ZIPAM is the premier institution charged with the responsibility for designing and implementing senior-level management development programmes, in addition to undertaking research studies and consultancy services. Under an Act of Parliament passed in 1990, the Institute is expected to:

- (a) promote, assist and encourage the development of skills in administration and management by cooperation with individuals, organizations, and institutions in the coordination of any projects aimed at improving managerial skills;

- (b) provide training courses in public administration and management to both the public and private sectors of Zimbabwe and encourage the exchange of ideas in administration and management between the public and private sectors;
- (c) provide consultancy services to the Government, parastatals, local authorities and, with the approval of the Board of Governors, to any interested persons, organisations or institutions;
- (d) gather, document and disseminate to Government, parastatals, local authorities and the private sector, information relating to administration and management and give advice in relation thereto;
- (e) undertake any research projects and publish any matter relating thereto;
- (f) cooperate with persons, organizations, or institutions in any other part of the world in matters of administration and management;
- (g) make donations or grants or award fellowships or any other similar awards to any person for the advancement of skills in administration and management; and
- (h) charge fees in respect of services rendered by it.

7. To be able to discharge its various obligations, the Institute, at its inception, created four substantive divisions, viz:

- (i) Development Planning and Management,
- (ii) Financial Management,

- (iii) Human Resources Management, and
- (iv) Local Government Studies.

8. The Divisions mostly organize short-duration (1-5 day) training programmes although a few programmes last up to 3 months. Among the programmes that are regularly organised are those listed hereunder.

Human Resources Management

- (a) Management Development Programme - 1 day
- (b) Management Development Advisers' - 1 day
- (c) Leadership and Communications - 2 days
- (d) Women in Management - 1 day
- (e) (Thematic) Senior Management Programme - 2-3 days
- (f) Management of Training Function - 3 months
- (g) Middle Management Dev. Programme - "

Local Government

- (a) Project Planning - 2 weeks
- (b) Urban Management Function - 5 days
- (c) Housing Policy and Implementation - 5 days
- (d) Materials Management - 5 days
- (e) Urban Finance and Management - 5 days
- (f) Financial Management for Non-Financial Executives - 5 days
- (h) Essential of Local Govt. Management - 5 days
- (i) Internal Auditing for Central Govt. Auditors - 5 days

Financial Management

- (a) Estimates seminar for Budget Holders - 2 days
- (b) Internal Auditing for Central Govt. Auditors - 5 days
- (c) Financial Management for Non-financial Managers in Government - 5 days

Development Planning and Management

- (a) Training for Rural Development - 2 days
- (b) Government - NGO coordination workshop - 1 day
- (c) Provincial and District Planning and Management Development workshop - 5 days

Tailor-made Programmes

9. Apart from the scheduled training programmes, ZIPAM, at the request of its clients, designs and conducts in-house, tailor-made programmes. The organisations which have so far benefitted from ZIPAM interventions include:

Air Zimbabwe
Zimbabwe Republic Police
Ministry of Defence
Zimbabwe Tourist Development Corporation
Ministry of Foreign Affairs
Ministry of Health
Redcliff Municipality
Karoi/Rusape/Gwanda Town
Zimbabwe Broadcasting Corporation
Posts and Telecommunications Corporation
Small Enterprises Development Corporation
Bulawayo Municipality
Urban Development Corporation
Ministry of Information, Posts and Telecommunications
Chegutu District Development Committee
Matebeleland North Province Dev. Committee, and
Harare Municipality

10. ZIPAM deserves to be commended for what it has achieved within the period of its existence. Even before moving to its permanent site at Darwendale, the Institute operated within its temporary premises in Msasa, Harare, to mount regular and in-

plant training programmes aimed at tackling miscellaneous performance problems in the civil service, parastatal organisations, and local authorities.

11. Since December 1991 when it moved to the quiet and intellectually stimulating environment of Darwendale, ZIPAM has reflected on its future orientation while managing on-going activities.

12. Its achievements to-date notwithstanding, the Institute still has a long way to go to meet the challenge of management development in Zimbabwe. Private sector training, for instance, is yet to be fully integrated into the Institute's programmes. Research and consultancy still lag behind formal training activities. Above all, the Institute has done little to organise senior policy seminars and to develop the policy analytic capacity in the public service as dictated by ESAP (Economic Structural Adjustment Programme).

13. Fortunately, no-where is the awareness for change more clearly expressed than within ZIPAM itself. Everyone the Regional Adviser spoke to shared the new Director-General's concern for the redynamization of the Institute to make it respond to national challenges and play a leading role in the development of managerial and policy analytic capacity in Zimbabwe.

14. An internal working paper prepared by the Director-General indeed provides a point of departure for efforts at appraising the contributions of ZIPAM and enhancing its programme delivery capability. Among the issues raised in the paper are those concerning:

- (i) the balance between training and research;
- (ii) the determination or identification of training needs;

- (iii) the importance of consultancy activities (and the multiplier effects of such activities on training, research and revenue generation efforts);
- (iv) the relevance of instructional material (especially, case studies) to local situations;
- (v) the structural/organisational implications of (i) - (iv).

15. To the issues raised above may be added the questions of how to respond to the needs of the private sector, and design performance improvement programmes (PIPs) which address the concerns of ESAP (Economic Structural Adjustment Programme).

Training-Research Balance

16. There is no doubt that, so far, the balance of ZIPAM activities has tilted towards training. Research (and consultancy) projects are rarely undertaken. Yet, sustained research is necessary if the Institute is to discharge its statutory obligations, and enhance the credibility of its training programmes.

Training Needs

17. Indeed, the first set of problems which the Institute's research capacity should be deployed to tackle are the training programmes themselves - or the need for the training programmes. While practically all the programmes referred to earlier were mounted in response to specific requests, it is not clear whether such requests were themselves based on a systematic (if not scientific) assessment of needs. It is not unlikely that when managers perceive a problem, their initial reaction is to turn to a training institution. Yet, throwing training at every problem, without first identifying the nature of the problem, is not always the best way to proceed.

18. It is true that public service training needs have been the subject of investigation in the past. Apart from the comprehensive study undertaken by ASCON in 1982, the Public Service Review Commission in 1987 highlighted areas where training would prove beneficial. However, the circumstances prevailing in 1982 and 1987 have dramatically changed. ESAP, in particular, provides an invaluable opportunity to up-date the training needs of the Zimbabwe public service. ZIPAM's entry into the private sector would also be greatly facilitated by a comprehensive and systematic study of the sector's training (as distinguished from management improvement) needs .

Consultancy

The latter category of ZIPAM clients' needs (management improvement) underscores the importance of consultancy services. Besides enriching the Institute's instructional material (by exposing the institute staff to practical management situations) consultancy presents an opportunity to augment the Institute's financial resources. If carefully planned, consultancy services should be able to generate substantial amount of revenue part of which could be used to motivate staff and enhance productivity.

III. Enhancing ZIPAM's Programme Delivery capability: Organisational/Structural Implications

19. For ZIPAM to achieve the objectives spelt out in its enabling act, it needs to review its organisation structure. Specifically, it has to decide what criterion or criteria to apply in grouping the substantive and supporting activities.

20. It would appear that in creating the existing (four) divisions, ZIPAM was guided mostly by the qualifications, experience and aptitudes of the founding staff members. Useful as this bias towards individual attributes might be at the inception of the Institute, meeting the challenges of rapid

transition requires that other criteria of departmentation (e.g. the clientele served, the process adopted, and the geographical area covered) be considered.

21. It is, in fact, these criteria that have informed the recommendation that a new organisation structure be introduced in place of the existing one. In specific terms, the ZIPAM programme orientation would become more clearly defined than is possible under the existing dispensation if due consideration is given to the establishment of ZIPAM divisions to handle the following substantive areas/problems:

- (i) Policy and Strategic Studies
- (ii) Public Sector Management
- (iii) Business/Private Enterprise Studies
- (iv) Women in Development (Programme)
- (v) Consultancy (Unit to be part of the Director-General's Office)
- (vi) Administration and Finance

Policy and Strategic Studies

22. Under the headship of a Director, the Division of Policy and Strategic Studies is expected, among other things, to plan and execute senior-level policy seminars (i.e. seminars for ministers, permanent secretaries, provincial governors, members of parliament, city mayors, the board and management of parastatal organisations, and captains of industry). These seminars, to have the maximum desired impact, should draw participants from all walks of life, the guiding principle being cross-fertilisation of ideas. Each seminar should be preceded by a systematic identification of the policy groups' "training" or ideas-sharing needs. Case studies reflecting local Zimbabwean situations should be regularly discussed at the seminars. It goes without saying that adult-learning techniques are to be preferred to the straight-forward lecture method.

23. The senior policy seminars will be greatly appreciated by participants if they (i.e. the seminars) suggest new insights that can guide the policy formulation process. It is accordingly necessary for the staff of the Division to have at their fingertips strategic data showing the long-term trends in macro-economic performance, and the consequences of sectoral or infrastructural development policy (e.g. development of the energy/transport, education, health, tourism, agriculture, industry and trade).

24. Within the limits of its resources, the Division may also undertake consultancy services in Government, Parastatals, the local private sector, NGOs, and sub-regional organisations.

25. In view of the systemic nature of the policy process, the Division should approach each problem by constituting multi-disciplinary teams.

Public Sector Management

26. Like the previous Division, the Public sector Management Division should operate as a multi-disciplinary unit and be headed by a Director. Its mandate is, however, restricted to management in the public sector. Accordingly, it is expected to plan and implement general and functional/specialist training programmes for managers in the civil service, parastatal organisations and local authorities. It may also share with the Private Enterprise Division the responsibility for the training of the management cadres in NGOs.

27. For the avoidance of doubt, "management training" include the basic management training, as well as training in personnel and human resource management; management accounting, auditing, and financial management; project identification, analysis and management; materials and inventory management; urban planning and management; local government administration and finance; and training of trainers' courses.

28. In addition to undertaking a comprehensive survey of public service training needs, the Division should also administer ZIPAM's public sector management research programme.

29. The staff of the Division should also participate in the identification, planning and implementation of ZIPAM's consultancy projects.

Business/Private Enterprise Studies

30. The Business/Private Enterprise Studies is responsible for identifying the training needs of the organized and the informal private sector. It is also expected to plan and organise training programmes based on the identified needs. As a unit that caters for the needs of profit-making enterprises, the Division should constantly project a good image by offering saleable programmes - e.g. investment analysis, business policy, production and marketing management, salesmanship and advertising, public relations, materials management, business finance, cost accounting, and business law.

31. The Division should further address the concerns of the "informal" sector by mounting programmes in small-and medium-scales business management, credit and finance for small-scale business, and book-keeping, accounting, as well as marketing techniques for operators in the informal sector.

32. While the bulk of public enterprise management programmes are to be handled by the Public Sector Management Division, those parastatals that are business- or profit-oriented will be catered for by the Private Enterprise Division.

33. Like the other units, the Private Enterprise Division should operate along multi-disciplinary lines, be headed by a Director, and undertake research and consultancy projects.

Women in Development Programme

34. The need for a Women in Development Programme is predicated on the contemporary emphasis on gender issues. Even though it is designated as a Programme, it is no less important than any of the other substantive Divisions in ZIPAM.

35. The Programme should be headed by a Director who would supervise the design and implementation of projects and activities targeted to women. Without prejudice to what a systematic training needs survey will turn up, the projects should revolve around measures designed to enhance the status of women in all aspects of life.

36. The staff of the Programme should collaborate with their colleagues in the other Divisions to plan and execute research and consultancy projects.

Consultancy Unit

37. This Unit should be responsible for marketing the Institute's programmes in addition to identifying revenue-generating consultancy projects. It should be headed by a Business Manager who reports to the Director-General. The Manager should be on contract the renewal of which would be subject to the financial performance of the Unit.

Administration and Finance

38. This should be responsible, among other things, for general administration, personnel administration, budget preparation, accounting for funds, inventory management, maintenance of grounds and property, and supervision of accommodation and catering facilities.

39. Consideration should be given to the setting up of an Internal Audit Unit that reports directly to the Director General.

IV. Implementing the New Structure:

40. In implementing the new structure, particular attention should be paid to the qualifications and experience of the instructional staff. Whether they are on the Institute's permanent establishment or they are recruited in a visiting or "associate" capacity, the staff should be versed in adult-learning techniques, and should be capable of undertaking individual and multi-disciplinary research studies. Ability to develop projects in collaboration with the beneficiaries/target groups is also essential.

41. It is recommended that ZIPAM maintain and regularly up-date a file on the visiting staff. Those of them who are consistently rated low in end-of-programme evaluations should either be gently advised or quietly dropped.

42. The designation of the regular positions should also be carefully reviewed. In view of the emphasis now placed on the role of staff as "facilitators" rather than "lecturers", it might be advisable to consider alternatives to the "Lecturer" cadre. Among the options are "Consultant", "Research Fellow" and "Management Development Officer".

43. The terms "Consultant" and "Research Fellow" are too restricted, and may convey a misleading impression of what the staff of the Institute do. In contrast, the designation "Management Development Officer" is broad enough to accommodate the training, research and consultancy functions. It is accordingly recommended that the Institute adopt the following grading structure:

- (i) Director & Head of Division
- (ii) Chief Management Development Officer
- (iii) Principal Management Dev. Officer
- (iv) Senior Management Dev. Officer
- (v) Management Development Officer (a trainee post, within the ZIPAM context).

44. The job descriptions in respect of the five core positions are attached as Annexes A, B, C, D, and E respectively.

V. Revenue-Generation: Supplementary Proposals

45. How much money ZIPAM can make over a period depends very much on the marketability of its services. If it designs and organises training programmes which respond to specific needs - programmes which, in the words of one of the Institute's clients, would not need to be "panel-beaten" to fit the sponsoring organisations' expectations - its credibility will increase, and with this, its resource base. If, however, participants go back to their organisations with a negative impression of the institute's capability, not only its training, but also its consultancy potential would be stunted.

46. The signs on the horizon are positive. They point to a ZIPAM that is determined to improve on its record of achievements, and one that is still highly regarded in the public service.

47. As it ventures into the private sector, ZIPAM should cultivate the individuals and groups that matter within the sector and enlist their support for the institute's training, research, and consultancy programmes. In specific terms, organisations such as the Chambers of Commerce, banks, insurance companies and other financial institutions should be approached with a view to their endowing in part or as a whole some key positions in the Division of Business/Private Enterprise Studies.

48. In addition to the endowment of specific posts, the support of these organisations should be sought for the establishment of a Trust Fund for Policy and Management Research in Zimbabwe.

49. In view of the fact that the private sector is a result- and profit-oriented sector, ZIPAM should not approach it with an empty hand. The Institute's appeal for support in any area should be transmitted through a well-researched and lucidly written project document - one that spells out in clear terms, what the private sector stands to gain by endowing a post or funding management research. The contents of the project documents should be thoroughly debated within ZIPAM before being transmitted. The rest then depends on follow-up. ZIPAM can keep the channel of communication open by participating in off-campus, but business-related functions, and by inviting business executives to participate in its on-campus activities.

ECA/MRAG/93/46/MR

A N N E X E S A - E

J O B D E S C R I P T I O N S

Position Title: Director and Head of Division

Location: ZIPAM, Darwendale

Summary of Position:

Under the supervision of the Director General, the Director and Head of Division is expected to provide leadership in the areas of training/manpower development, research and consultancy; supervise the administration of his/her division, and prepare departmental programmes and budget.

Duties and Responsibilities:

Under the supervision of the Director-General, the Director & Head of Division is expected to:

- (i) organise, coordinate and participate in, approved training, research and consultancy projects;
- (ii) initiate, consider and evaluate training, research, and consultancy proposals, and recommend their inclusion in ZIPAM's programme plan/budget;
- (iii) prepare implementation time-tables in respect of approved projects, and submit periodic progress reports to the Director-General;
- (iv) collaborate with sponsoring organisations in carrying out periodic survey of training needs;
- (v) ensure adequate administrative, secretarial, and general logistics back-up for training, research, and consultancy activities;

Annex A (contd.)

- (vi) prepare and maintain up-to-date inventory of equipment, furniture, appliances, books, stationery and other accessories located in, or entrusted to her/his division;
- (vii) promote staff morale and esprit de corps;
- (viii) prepare the budget requirements of his/her division, and ensure that resources in his/her care are optionally utilised;
- (ix) carry out any other functions as may be assigned by the Director-General.

Qualifications and Experience

- (a) A good honours degree in Public/Business Administration, Economics, Social Sciences, Law, or suitable professional qualifications. Masters or Ph.D an advantage.
- (b) At least 10 years experience in Government, Business, Academic/Research Institution, 5 of which must be in a responsible managerial position;
- (c) Proficiency in the application of adult-learning techniques, and familiarity with multi-media presentation methodology;
- (d) A record of leadership in multi-disciplinary research is an asset. Evidence of scholarly publications in recognized journals is an additional advantage.

Annex B (contd.)

- (v) supervise the administrative, secretarial and logistics support provided to facilitate training, research and consultancy activities;
- (vi) assist the Director in preparing and maintaining up-to-date inventory of equipment, furniture, appliances, books, stationery and other accessories located in the division;
- (vii) assemble, collect, analyze, and present the data required in formulating projects or preparing the budget;
- (viii) undertake periodic survey of training needs;
- (iv) carry out any other functions as may be assigned by the Director.

Qualifications and Experience

- (a) A good honours degree in Public/Business Administration, Economics, Social Sciences, Law or appropriate professional qualifications. Masters or Ph.D an advantage.
- (b) At least 8 years experience in Government, Business, Academic/Research Institution, 3 of which must be in a responsible managerial position;
- (c) Proficiency in the application of adult-learning techniques, and familiarity with multi-media presentation methodology;
- (d) Evidence of scholarly publications in recognised journals is an additional advantage.

Position Title: Chief Management Development
Officer (CMDO)

Location: ZIPAM, Darwendale

Summary of Position:

Under the supervision of the Director and Head of Division, the CMDO is expected to assist in planning and executing the Division's training, research and consultancy projects, and collaborate with other ZIPAM divisions in administering their projects.

Duties and Responsibilities:

Under the supervision of the Director and Head of Division, the CMDO is expected to:

- (i) participate in, and assist the Director in organising and coordinating, approved training, research and consultancy projects;
- (ii) develop and submit proposals for the implementation of training, research and consultancy projects;
- (iii) lead multi-disciplinary teams and coordinate their activities;
- (iv) submit periodic progress reports to the Director on the projects undertaken by the Division or in collaboration with other ZIPAM decisions and external bodies;

Position Title: Principal Management Development
Officer (PMDO)

Location: ZIPAM, Darwendale

Summary of Position:

Under the supervision of the Director and Head of Division, the PMDO is expected to assist in planning and executing the Division's training, research and consultancy projects, and collaborate with other ZIPAM divisions in administering their projects.

Duties and Responsibilities:

Under the supervision of the Director and Head of Division, the PMDO is expected to:

- (i) participate in, and assist the Director in organising and coordinating, approved training, research and consultancy projects;
- (ii) develop and submit proposals for the implementation of training, research and consultancy projects;
- (III) assist in the preparation of progress reports on the activities of the Division and the Institute;
- (iv) procure the administrative, secretarial, and logistics back-up required by the training, research and consultancy personnel;

Annex C (contd.)

- (v) assemble, collect, analyze, and present the data required in formulating projects or preparing the budget;
- (vi) undertake periodic assessment of training needs;
- (vii) maintain and regularly up-date a data-bank of resource persons;
- (viii) carry out any other functions as may be assigned by the Director.

Qualifications and Experience:

- (a) A good honours degree in a discipline relevant to the work of the Division (Public/Business Administration, Accounts/Finance, Economics, Social Sciences, Law, or appropriate professional qualifications). An advanced degree, an advantage).
- (b) At least 6 years experience in Government, Business, Academic/Research Institution;
- (c) Proficiency in the application of adult-learning techniques, and familiarity with multi-media presentation methodology;
- (d) A few scholarly publications, an additional advantage.

Position Title: Senior Management Development Officer
(SMDO)

Location: ZIPAM, Darwendale

Summary of Position:

Under the supervision of the Director and Head of Division, the SMDO is expected to assist in planning and executing the Division's training, research and consultancy projects, and collaborate with other ZIPAM divisions in administering their projects.

Duties and Responsibilities:

Under the supervision of the Director and Head of Division, the PMDO is expected to:

- (i) participate in, and assist the Director in organizing and coordinating, approved training, research and consultancy projects;
- (ii) develop and submit proposals for the implementation of training, research and consultancy projects;
- (iii) assist in the preparation of progress reports on the activities of the Division and the Institute;
- (iv) procure the administrative, secretarial, and logistics back-up required by the training, research and consultancy personnel;

Annex D (contd.)

- (v) assemble, collect, analyze, and present the data required in formulating projects or preparing the budget;
- (vi) undertake periodic assessment of training needs;
- (vii) maintain and regularly up-date a data bank of resource persons;
- (viii) carry out any other functions as may be assigned by the Director.

Qualifications & Experience:

- (a) A good honours degree in a discipline relevant to the work of the Division (Public/Business Administration, Accounting/Finance, Economics, Social Sciences, Law or suitable professional qualifications). An advanced degree, an advantage.
- (b) At least 4 years experience in Government, Business, Academic/Research Institution.
- (c) Proficiency in the application of adult-learning techniques, and familiarity with multi-media presentation methodology.

Annex E

Position Title: Management Development Officer (MDO)

Location: ZIPAM, Darwendale

Summary of Position:

This is essentially a trainee position. The incumbent is expected to assist in data-gathering, provision of instructional material, supervision of conference facilities and arrangements, and undertake any other functions assigned by the Director.

A CMDO should work under the supervision of senior colleagues, and ideally, be sent on attachment to government departments or business establishments to acquire practical experience.

Qualifications and Experience:

A good honours degree in a relevant discipline. Aptitude for training, research and consultancy. Above-average communication skills.