

# The do's and don'ts of capacity development in university management

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IIEP

# This presentation

- Capacity development : definition and concept
- Changes in higher education
- Arising needs for CD and target groups
- IIEP's programmes for CD in higher education
- Four major Do's in CD

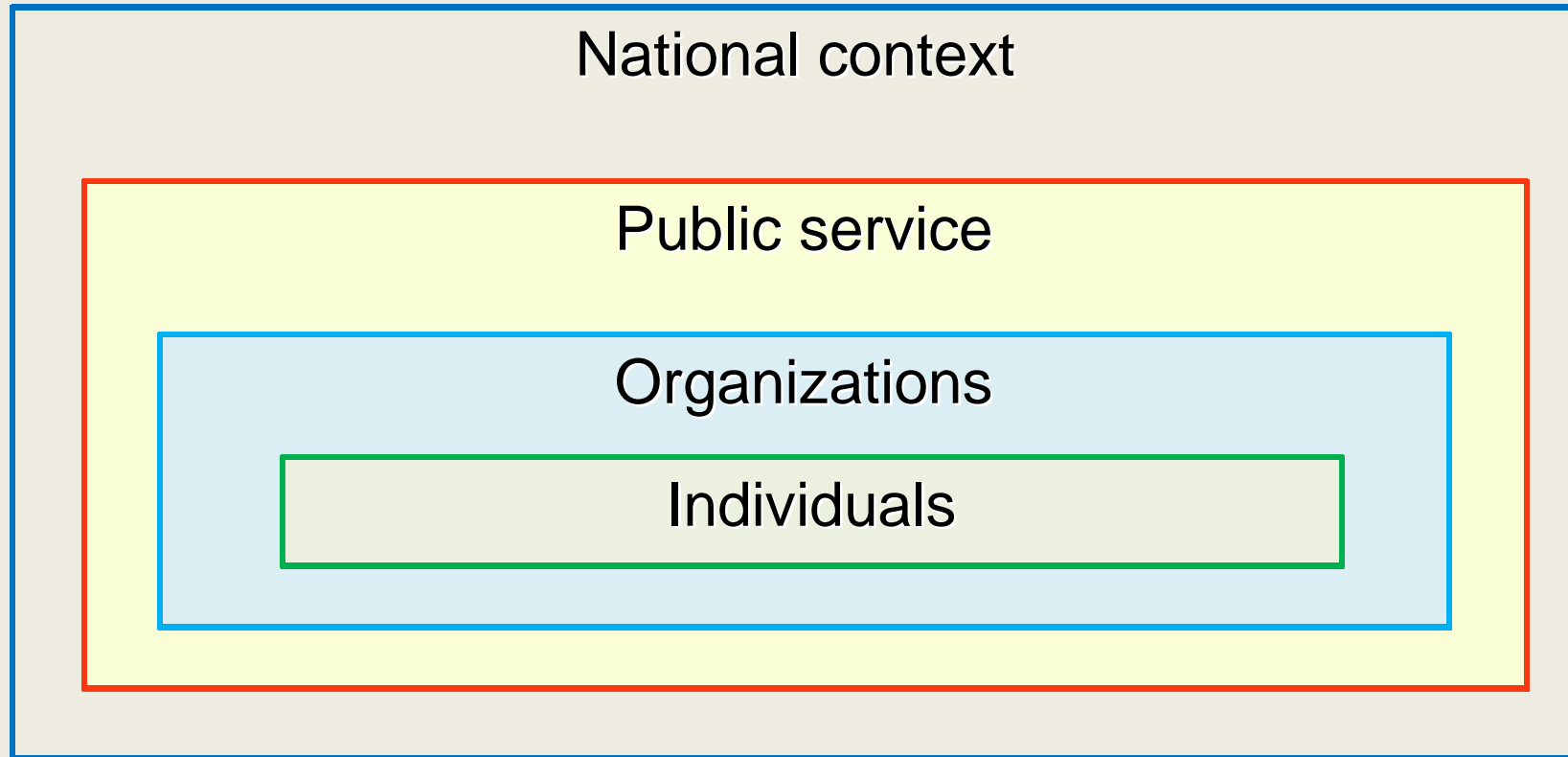
# Definition : UNDP

Capacity is the ability of individuals, organisations and societies to perform functions, solve problems, and set and achieve goals (...).

Capacity development builds on and harnesses rather than replaces indigenous capacity. It is about promoting learning, boosting empowerment, building social capital, creating enabling environments, integrating cultures, and orienting personal and societal behaviour.

<http://www.undp.org/capacity/>

# Capacity development : more than training



# Capacity development as a multi-dimensional process

A motivating and stable context

Supportive public service management

Effectively run organizations with clear  
mandate

Officers with capacities and  
incentives

# CD : the individual level

- Focus : acquisition of skills
- But also : clear mandates and tasks
- Qualifications and experience
- Recognition of performance
- Incentives to perform well

# CD : organisational level

- Focus on institution-building
- But also : mandate, tasks and structure
- Internal management
- Ressources

# CD : (public service) context

Focus : enabling environment (political and social stability)

But also :

- Structure: levels of autonomy; distribution of roles
- Policy: existence, clarity & knowledge
- Staff management: recruitment; evaluation; career prospects

# Major changes in HE systems

- Expansion of the higher education sector
- Privatization and cost recovery
- Changes in steering policies and system's governance
- Increased autonomy of universities
- Multiplications of stakeholders
  - Government (national/regional)
  - Donor community
  - Private sector
- Shifting of responsibilities inside HEIs

# Newly arising functions for universities

- Strategic planning
- Leadership and change management
- Linkages with outside stakeholders
- Resource management
- Research management
- Quality management
- Internationalization strategies

# Levels of CD in university management

- National decision-makers
- Top level university managers (rectors and vice rectors, members of GBs)
- Middle level managers (deans, department heads)
- Heads of administration
- Officials in administrative departments

# IIEP's training provision in university management

Intensive training courses in university management

- Strategic resource management
- Management of U-E linkages

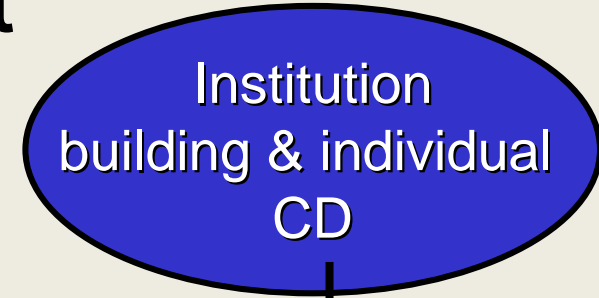
Distance education courses

- Strategic resource management
- Management of U-E linkages
- External quality assurance

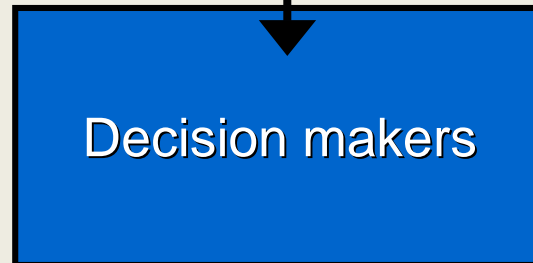
Policy fora

# IIEP CD strategy in university management

**Action aimed at**



**Target group**



**IIEP modality**

- Policy Forum
- Conferences at UNESCO / OECD
- Publications

- Distance education programmes
- ATP sessions
- Publications

# IIEP distance education courses on university management

- Training of teams of individuals (3 to 5)
- From universities
- Policy makers and technical level
- Less costly and more flexible (part time on the job training)
- ➔ An appropriate tool for **institution building**
- ➔ An appropriate tool for **networking**

# Do's in CD (1)

## 1. Be coherent

- Define CD in line within overall system's reform
- Conceive CD from a multi-level perspective
- Identify training needs with beneficiaries
- Build on existing capacities

## Do's in CD (2)

### 2. Focus on organizational development

- ➔ Link CD with strategic direction
- ➔ Identify training needs in line with new functions
- ➔ Train teams instead of individuals
- ➔ Involve both academic and administrative agents in CD
- ➔ Develop a joint vision for needed change

## Do's in CD (3)

### 3. Don't rush, be flexible and action oriented

- Favour flexible learning opportunities
- Spread CD provision over time
- Knowledge cannot be transferred : it needs to be acquired
- Include exchange of experience in CD strategy
- Add an action dimension to training
- Integrate training and follow up support

# Do's in CD (4)

## 4. Manage CD process

- CD needs internal leadership and needs to develop it
- Produce CD plan
- Monitor and evaluate outputs and outcomes
- Remain accountable to beneficiaries/organization