

## **INSTITUTIONALISATION OF THE TRAINING POLICY FRAMEWORK**

When all the training has been formulated, policy instruments and training systems designed, best practice guidelines formulated, and the organisation restructured to accommodate the change process, there is a need to ensure that the training policy is incorporated into the entire government so that it becomes sustainable. It should be mentioned that the incorporation of the training policy, while desirable, may meet with resistance from within the organisation, especially by those agents who may be threatened by the new training policy framework. In this regard, due care should be taken to ensure that the new system is appropriately institutionalised. For the institutionalisation or internalisation process to be successful, the following should be taken into account:

*Location:* The new policy framework should be located in the Head of Government offices, such as the President, or Prime Minister and Cabinet, in order to become an important part of the centre of government.

*Authority, influence and power:* In order for the framework to be respected, especially by heads of ministries who report to the centre in their own individual way, there should be a line of authority to co-ordinate with ministries directly. This can be done by the Cabinet Office issuing a directive which makes it mandatory for all ministries to collaborate with the training unit in implementing the training policy.

### **CO-ORDINATION ROLE**

While the training policy unit has power and authority to execute its duties, it should also be regarded as a co-ordinating instrument, in matters of training, to assist the Head of State to take an appropriate decision. The co-ordinating role should include consultation, communication, collaboration and co-operation with those ministries it is supposed to work with. The co-ordinating role contributes to the reduction of duplication, confusion, competition and conflicts between and among ministries, departments and other agencies.

### **RANK AND CAREER STRUCTURE**

Once the training policy unit has been established, it should be staffed by professionally competent personnel with a career structure compatible with the civil service structure. It should be seen as part of the system and not divorced from it, as this can create hostility between and among other agents of government. The rank of head of the training unit should be that of permanent secretary or head of ministry for

ease of co-operation at colleague-level with heads of ministries. The staff, in the unit, should have a potential for lateral or vertical transfer to other departments of government and should not feel that it is a dead-end job.

#### **POLICY CO-ORDINATING UNITS IN SECTORAL MINISTRIES**

For the training unit to be effective, it is suggested that small training units be established in other ministries for ease of co-ordination. The units in ministries, while being accountable to their heads of ministries, should have a direct link with the training unit in the Cabinet Office. The ministerial training units would be responsible for co-ordinating all ministry's policies, including the departments and public enterprises in that ministry.

#### **TRAINING AND DEVELOPMENT**

By far the most important instrument for accelerating the institutionalisation process is the continuous training of staff and management development for top officials. The staff in the training unit should always upgrade their skills and knowledge in research, planning, monitoring and evaluation. They should also be in a position to use the latest instruments in technology, such as computers and other communication technologies.

Training contributes to behavioural and attitudinal change as well as the breaking down of barriers, resistance and rigidities. The training programme should focus not only on their daily activities but also on change management, policy decision-making processes, inter-governmental co-ordination and civil society's organisations such as labour, unions, interest groups, professional staff associations such as teachers, nurses and lawyers and other non-government or community-based organisations.

#### **USE OF EXTERNAL SIGNIFICANT ORGANISATIONS AND INSTITUTIONS**

The training policy unit should be able to tap the knowledge, skills and information of national universities, colleges, management institutes and other institutions of higher learning. It may also work closely with regional organisations that deal with research, policy and planning issues. The Eastern and Southern African Institute (ESAMI) is one such institute that is to be used for training managers in the region.