

Foreword

Public sector enterprises play an important role in most Commonwealth countries. They operate in key industries, make a major contribution to gross domestic products and provide a large amount of employment. In a number of the developing countries they are regarded as the main agencies of economic and social development and of technological innovation. To develop, direct, control and operate such enterprises makes great demands on their managers and on governments.

Training programmes in public administration and management were primarily designed for civil servants and private sector managers. Many of the concepts, techniques and processes developed in such programmes are relevant also to the management of public sector enterprises, but there are also important special factors to which insufficient attention has as yet been paid in most management training programmes. The objectives of public sector enterprises are always complex and sometimes conflicting, in comparison to private sector enterprises. Criteria of performance are correspondingly more complex and less clear cut. Public sector enterprises have special responsibilities to governments. They are expected to set standards in all their activities. These challenges and demands impact particularly on the higher levels of management with their special responsibility for policy and accountability.

The Commonwealth Programme for Applied Studies in Government (CPASG) has been concerned with the management of public sector enterprises over a period of years as is indicated by a number of its publications.*

Origins

This Directory was commissioned partly as a result of this concern, partly in response to a recommendation of a seminar on performance evaluation of public enterprises organised by the Commonwealth Secretariat with the Institute of Development Management - Botswana, Lesotho and Swaziland - in 1978. It is complementary to *Training in Public Administration*, a *Directory of Commonwealth Resources*, published by the Secretariat in 1978,** and has therefore followed a similar format. It has been compiled and edited for CPASG by Mr. J.W.L. Adams, formerly Deputy Principal, Henley Administrative Staff College, with financial support from the Commonwealth Fund for Technical Co-operation (CFTC).

Objectives

The Directory provides a summary of information about resources for developing higher management for public sector enterprises throughout the Commonwealth. It is intended to help to promote exchanges of information, ideas, methods and materials between individuals and institutions, especially in areas where distinctive expertise has been developed in particular institutions; to assist governments and public sector enterprises to know what programmes are available for management training; and to provide information to educational institutions, training officers and others who are involved in the development of curricula, documentation and methods for their own programmes.

* See INT 5 in the International Section of this Directory and Appendix III.

** Copies of *Training for Public Administration 1978* can be obtained from the Secretariat (£3.00, including postage). Complimentary copies were sent to all contributors at the time of publication.

Definitions Public sector enterprises may be held to include a wide range of institutions from semi-government agencies to industrial and commercial undertakings. For the purpose of this Directory the definition adopted was that drafted by an Expert Group which reported in 1979 on *Training Systems and Curriculum Development for Public Enterprise Management*, which reads:

"Any commercial, financial, industrial, agricultural infra-structural or promotional undertaking - owned by a public authority either wholly or through majority shareholding - which is engaged in the sale of goods and services and whose affairs are capable of being recorded in balance sheets and profit and loss accounts. Such undertakings may have diverse legal and corporate forms, such as departmental undertakings, public corporations, statutory agencies established by acts of Parliament, or joint-stock companies registered under the Company Law".

Public health, educational and social welfare institutions and administrative or regulatory agencies are excluded by this definition. However replies from some respondents make it clear that they include participants from such institutions in the percentages they report of participants coming from public sector enterprises. When these figures are quoted in the Directory they should therefore be taken with some reserve.

Higher management was defined as middle managers and upwards, but it was also emphasised that it should include "senior administrators in central government or state ministries and others involved with public enterprise decision making and management". This requirement brought into the orbit of the Directory some aspects of training for public administrators which are not commonly separated from other training for the public service.

A similar problem was encountered in the field of management training. Most management programmes do not differentiate between training for the public and the private sectors, especially in respect of those kinds of public sector enterprise with which the Directory is primarily concerned; some mid-career management development programmes consciously aim to have a mixture of private and public sector participants to encourage mutual understanding and wider outlook. In mixed economies there is considerable movement of managers between sectors especially at the higher levels.

There were other problems as to where to draw lines. At what stage in a career does a manager begin to obtain formative management training? In most cases it is before he or she arrives at middle management level. There are also great variations in size and economic development between Commonwealth countries; in some of the less developed countries programmes of training which in the developed countries would be regarded as elementary may be of considerable importance. In some countries the co-operative movement, though not falling strictly within the definition adopted, plays a leading role in plans for development.

Guidelines To deal with these ambiguities the following guidelines were adopted:

- training programmes in both public administration and management would be examined and reported on
- programmes specifically on the management of public sector enterprises and those designed for training higher management, e.g. Masters in Business or Public Administration (MBAs and MPAs), Executive/Management development mid-career programmes, would be highlighted where detailed information was obtained
- some account of short programmes would be included - most programmes for the higher levels of management are short

- brief mention would be made of general education programmes, e.g. first degrees, which include some study of management, business studies, commerce, public administration, accounting, economics, finance and similar subjects, or of professional training in accounting or other managerial functions. It was hoped that this would also help to give a wider perspective on the work of the institutions concerned
- mention would be made of training programmes for co-operatives in countries where it was understood that co-operatives had particular importance
- in some of the smaller countries mention would be made of lower-level programmes.

Coverage

A list of 619 potential contributors was prepared from existing directories and other sources. The list for each member of the Commonwealth, other than Britain, was sent to its High Commission in London with a request that our attention be drawn to any omissions. Questionnaires were sent out to 631 national and international institutions. At least one, and in most cases two, reminders were sent out to those who did not respond. A few which were drawn to our attention late were asked only to send a prospectus and available descriptive material. Some institutions which did not respond were believed to be important; where possible an entry for these has been prepared from secondary sources and a note to this effect has been made.

To ensure that information was received from at least a sample of the larger public sector enterprises a brief questionnaire was sent to 195 enterprises in 15 Commonwealth countries. It was originally intended to include a summary of their in-house programmes, but this proved impracticable. Particulars have been included of a number of colleges and training centres established by these enterprises.

In addition to education and training, questions were asked about research and consulting work, which may often be closely linked with training, and also about publications, interest in collaboration with other institutions and plans for new activities which would be significant additions to existing programmes. Reference is made to all these under each institution, if information was obtained. References to consulting, research and publications are mostly in general terms and brief. It is hoped that they are sufficient to indicate the scope and character of the work and to encourage readers who see an area of mutual interest to make contact direct with the institution concerned.

It should be emphasised that details of programmes and entry requirements are approximate and may have changed since the entry was sent in. Owing to various difficulties and delays entries have been received over a period of 12 months and the preparation of the Directory has taken far longer than was originally expected. Anyone wishing to follow up a lead suggested by the Directory should contact the institution concerned direct to get fuller and more up-to-date information.

The main section of the Directory contains information about 394* institutions and their activities in alphabetical order by countries and in an international section. In the latter are grouped international organisations of which Commonwealth countries are members, or with which they have regular contacts, and Commonwealth institutions which serve three or more countries. The Table of Contents gives a detailed list of the entries.

No attempt has been made to evaluate the information received. Wherever possible the text has tried to follow descriptions given by the institutions themselves.

* including 25 summarised under one entry - BRI 15.

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Follow-up

In an endeavour to be comprehensive, which must be the aim of a Directory, more institutions may have been included than strict adherence to the terms of reference would permit. Even so, some resources which ought to have been included have probably been overlooked. The Director, CPASG, will be grateful if readers will send in corrections which ought to be made and the names and addresses of other institutions which ought to be included to the address given below. To enable the CPASG to serve more effectively as a clearing house for information, it would be appreciated if institutions would put CPASG on their mailing list for a copy of their prospectus and any descriptive material they may issue about activities in education and training, research, or consultancy in management or public administration.

The Director
Commonwealth Programme for Applied
Studies in Government
Commonwealth Secretariat
Marlborough House
Pall Mall
London, SW1Y 5HX.