

WORKSHOP REPORT OF THE SEVENTH EPMAN WORKSHOP

PARTICIPATION AND REPRESENTATION

The Seventh EPMAN workshop was held at the Taj Pamodzi hotel in Lusaka from 7-9 September 2011. The Seventh EPMAN workshop was attended by representatives from four member programmes namely EPM-Yaoundé (Cameroon), EPM-Kinshasa (Democratic Republic of the Congo), EPM-Mozambique and EPM-Zambia. While Cameroon is among the first generation of EPM programmes in Africa, DRC, Mozambique and Zambia are the newest programmes still in their first phase. In addition, we had one representative each from the ACBF and World Bank Institute. The full list of delegates is in the annex.

The Vice Chancellor of the University of Zambia opened the meeting officially at 09.15hrs, on 7th September 2011.

WORKSHOP PROCEEDINGS

DAY ONE

The first day of the workshop was dedicated to two main sessions. The first session was an address by representatives from the ACBF (Dr Adeboye Adeyemo) and the WBI (Mr Lamousa Gama). During this session we also had a presentation by the ABCF representative on RBM and M&E framework that is being rolled out by ACBF. In the second session, Directors from EPM programmes made presentations on the experiences, challenges and opportunities of their respective programmes. Dr Adeyemo, in his remark informed the EPMAN of the tragic death of Dr Jacques Katuala, a former Manager of the Training Operations Department at the ACBF. He was a strong supporter of the EPM program and at whose instance the EPMAN was formed and nurtured. Participants observed a minute silence in his honour.

SPEECH BY ACBF AND WBI representatives

The World Bank and ACBF are still very committed to continued funding of EPMs. Both speakers emphasized the importance of networking as a forum for shared learning across the programmes. EPMAN also offers World Bank and ACBF an opportunity to learn what is happening at the various programmes and help think through some of the possible solutions to the challenges that programmes experience.

RBM DISCUSSION

ACBF adopted the Results-Based Monitoring as a tool for managing for results and thus linking resource use to results. However, experience has shown that measuring impact of capacity building interventions is very challenging due to difficulties associated with proving causality. Therefore ACBF has laid strong emphasis in tracking outcomes arising from program implementation. Particularly, both the ACBF and the WBI emphasized that for training programs, maintaining a regular record of graduates and Tracer Study is very useful in order to track program performance and success stories. ACBF pointed out that its M&E Unit is visiting its supported projects to assist them to finalize their RBM Framework, M&E plan, and Quarterly Report. It was noted that four of the seven EPM Programs have been visited and that the remaining three will be visited before the end of the year.

It was proposed that if there are questions and issues pertaining to the implementation of the Results Measurement Framework and other M&E tools among the EPM Programs that have finalized their drafts, they can hold bilateral discussions with the ACBF on program basis. Zambia stated that they have not had major issues with regard to implementing the new RBM and M&E framework.

It was also reported that tracer studies are increasingly becoming necessary. Not many EPMs have conducted tracer studies yet. Only Makerere and Cocody have done one. Countries planning tracer studies should refer to the Makerere study and learn from it. Even Japanese government which funds EPMs through the joint Japan/World Bank Institute is demanding that tracer studies be done.

Programmes were particularly encouraged to make use of their alumni association in conducting tracer studies.

A Synopsis of Reports From Programme Directors

It was observed that almost all EPM programmes have similar objectives. The overall goal is to build institutional capacity of Universities to offer training in EPM in Sub-Saharan Africa. EPM mission is to improve capacity for economic and public policy management in the sector. Further, governance and management arrangements across EPM programmes are also very similar, with minor differences influenced largely by obtaining University structures.

In the presentations from six EPM programmes (Cameroon, Ghana, Kinshasa, Makerere, Mozambique, Zambia), the following issues were raised;

Outputs

The key experiences with running EPM programmes in the seven countries in the EPMAN highlight the following successes;

- All EPMs have managed to establish fully functional academic units with stocked libraries, office space and a team of teaching staff within relatively short period of time
- EPM programmes remain very popular in all countries
- EPM graduates in all countries continue to be highly recognized and appreciated. This is testimony to the relevance and quality of the programme
- The number of EPM graduates continues to grow as EPM continue to churn out more graduates each year
- EPM Cameroon and EPM Makerere have conducted short term training courses
- Some EPM programmes have managed to mobilize additional funding from their government to build infrastructure and supplement ACBF and WBI funds
- Many EPMs are forming Alumni chapters which are crucial to linking EPM management and former students and industry as well

CONSTRAINTS

Capacity constraints

- Programmes still face a shortage of teaching staff and faculty development is slow
- Inadequate lecture theatres, offices and accommodation for students remain a challenge for many programmes
- Although staff exchange visits are an important part of EPM activities, it has proved very difficult for EPM programmes to implement this activity because of a lack of resources. However, EPM Zambia gave an example of how they have been able to make use of experts who visit Zambia on other missions to come and deliver lectures at EPM-Zambia.

Duration of programme

In many programmes, students and staff have raised complaints that the time of 12 months is not enough to finish the work required. The Programme is packed with many courses to be

completed within 12 months. Although students are finishing within the 12 months, there are concerns that this issue be addressed before quality can be undermined.

Delay in starting operations

Delays in starting implementation of phase 1 has meant that programmes are lagging behind and will require extensions if they are to fulfill their objectives. Programmes in the first phase took between 1-2 years to become operational. Although proposals were made to increase the duration, it was pointed out that this issue has had a long history. Financial constraints will not permit any further extension.

Formal MOU with WBI and ACBF

The World Bank has yet to sign MOUs with newer EPMs. This is because of the transition taking place within the World Bank.

Mis en forme : Anglais (Australie)

Communication between programmes and ACBF needs to be improved in order to minimize some operational problems (e.g., extension of closing period, disbursement of funds, etc.)

DAY TWO

The second day was divided into two main sessions. In the first session, which lasted up to lunch time, individual Programmes held one-on-one meetings with representatives from the World Bank Institute and ACBF. The sequence of these meetings was as follows: 09.00-10.00-EPM, DRC; 10.00-11.00-EPM, Mozambique; 11.00-12.00-EPM, Yaounde; and 17.00-18.00-EPM, Zambia. This session was intended to provide an opportunity for Programmes to raise issues that are unique to them.

During this session, we also had parallel sessions for IT specialists and Alumni associations.

The second session of Day two was a plenary session for feedback from rapportuers from the IT and Alumni meetings.

Issues emerging from IT presentation

Members present at the IT break-out session are Malita Ng'andu – IT Administrator EPM Zambia, Luis Nerves – IT Specialist EPM Mozambique, Pululu Dollin – IT Specialist EPM kinshasa and Pascal Toko – IT Specialist EPM Yaounde.

The situation with regard to IT in EPM programmes is described as follows;

- EPMAN website has improved but is still too crowded; some items need to be removed from the home page. Some of the items are actually duplications and can be dealt with.
- EPMAN website is a very useful and effective tool for enhancing networking and members should be encouraged to use it more
- Not all Alumni's have been incorporated on the EPMAN website
- Use of e-learning devices is still low among all EPM programmes
- IT specialists in the network are actively in communication with each other.

A summary of key IT challenges

- IT specialists need continuous professional development in order to keep abreast with new developments
- Slow internet connectivity at most EPMS remains a challenge to the use of IT tools including learning devices
- Programmes are facing a high turn-over of IT staff, with poor handover between staff

ALUMNI Meeting

Mozambique and DRC are yet to set up Alumni associations. This report is based on Alumni associations from Cameroon and Zambia. Three representatives from the Zambian Alumni Chapter (Sililo Mundia, James Sitwala and Gibson Makumbu) and Mr Charles Owasu-the President of the Cameroonian Alumni.

Issues emerging from Alumni presentations

- Alumni associations are doing their best to keep in touch with EPM graduates through email. The Alumni at EPM-Yaounde was formed in 2006 while the Zambian chapter was formed in 2010.
- So far, there is a strong link between EPM Programmes and Alumni associations

- Alumni have been up and running and are employing various initiatives to keep their members abreast with what is happening

A summary of key challenges facing Alumni

Many of the challenges which Alumni face have to do with shortage of funding;

- Alumni operate on very tight budgets supported by member subscriptions which are often unreliable and low.
- Office space is also a challenge while not all their members have constant access to internet

RESOLUTIONS

Duration of academic programme

Programmes were encouraged to look at the content of their curriculum to check if it is possible to review the course content with the aim of cutting back on some of the courses (modules) that are currently on offer without compromising on the quality of the program . It was agreed that all the programs have to build consensus around the duration and this could be discussed at the next meeting

Sustainability

EPM programmes will require support from ACBF and the World Bank for sometime to come. Financial resources are required to build adequate institutional capacity. While it was acknowledged that student fees are the most reliable means of achieving sustainability, high levels of poverty in Sub-Saharan Africa means that not many potential applicants can afford to pay cost-reflective fees. Also, Programmes would most likely only be able to recruit local students if ACBF and WBI funding is withdrawn.

A clear plan and strategy for sustainability is needed.

Nonetheless programmes were encouraged to market their programmes aggressively while ACBF and WBI funding is still available.

Short term training programmes should also be explored as they are a good source of revenue

Visibility of EPMs

The meeting agreed that EPMs should conduct more aggressive marketing of their programmes and extensive use of the Alumni.

Information Technology

The following recommendations were discussed;

- Programmes should provide funding and opportunities for continued upgrading of IT training of its IT staff to keep them up to date with latest developments and services
- For programmes to be sustainable EPM need to look into the reasons why there is a high turn-over of IT staff
- Programmes to explore further on the use (and possibly also the usefulness) of Moodle
- EPM Yaounde will continue to provide IT services for the management of the EPMAN website.
- Programmes should invest in better internet service
- All programmes to feed information on graduates and other relevant data into EPMAN website
- Re-activate the twitter/facebook/youtube accounts

NEXT MEETING OF EPMAN

The meeting agreed unanimously that EPM-Eduardo Mondlane University (Mozambique) will host the 2012 EPMAN meeting. EPM- Eduardo Mondlane University will communicate the dates of the meeting.

FUNDING FOR EPMAN

It was proposed that ACBF should provide funding for EPMAN workshop as it is very expensive. Although networking is listed as one of the objectives, there is no line item in the budget. The next phase of funding for all EPM programmes should include a budget line for networking.

ANY OTHER BUSINESS

The Director EPM-Yaounde informed the meeting that the Presidency is for TWO years. As such EPM-Zambia will hand over the Presidency in Mozambique.

CLOSING

The meeting was closed at 12.50 hrs by the Deputy Vice Chancellor of the University of Zambia.

Annex

WORKSHOP PROGRAMME

DELEGATES LIST