

Chilean Agency of International Cooperation
for Development – AGCID

Diploma in Public Management

May 2022

Table of contents

1.	<u>Identification of Parties Involved</u>	2
2.	<u>Introduction</u>	3
2.1.	<u>Chilean International Cooperation for Development</u>	3
2.2.	<u>Industrial Engineering University of Chile</u>	3
2.3.	<u>Centre for Public Systems</u>	4
2.4.	<u>Diploma in Public Management</u>	5
3.	<u>Focus of the program</u>	6
3.1.	<u>Overall Objective</u>	6
3.2.	<u>Specific Objectives</u>	6
3.2.1.	<u>Directed at</u>	6
3.2.2.	<u>Application requirements</u>	6
3.2.3.	<u>Selection</u>	7
4.	<u>Academic Program</u>	8
4.1.	<u>Learning structure</u>	9
4.2.	<u>Methodology</u>	10
4.2.1.	<u>Additional information</u>	11
4.2.2.	<u>Evaluation and attendance</u>	11
4.3.	<u>Duration and program schedule</u>	12
4.4.	<u>Validation of the diploma</u>	13
4.5.	<u>Logistical aspects</u>	13
4.6.	<u>Portfolio per student</u>	13
4.7.	<u>Final Report and Evaluation of studies</u>	13
4.8.	<u>Benefits</u>	14

1. IDENTIFICATION OF PARTIES INVOLVED

Name of Program

- **Diploma in Public Management**
- Language of instruction: English

Entity offering the program

- University of Chile, Faculty of Physical and Mathematical Science, Department of Industrial Engineering.
- Address: 701 República Street. Santiago, Chile.

Entity requesting the program

- Chilean Agency for International Cooperation for Development (AGCID).
- Address: 180 Teatinos Street, 8th floor. Santiago, Chile.

2. INTRODUCTION

2.1. CHILEAN INTERNATIONAL COOPERATION FOR DEVELOPMENT

This new version of the International Diploma in Public Management is part of the international cooperation program that Chile has been promoting in the last thirty years, as a commitment to the African region, through the training and formation of high-level human capital, in different subjects related to development and innovation for designing and implementing relevant public policies.

One of these experiences has been the progress achieved in the matter of technical improvement of middle-high rank public officials, with the aim of providing tools and skills in the management of public institutions. Given the above, this academic program has been developed in collaboration between the Chilean Agency for International Development Cooperation (AGCID) and the University of Chile, with the aim of sharing its scientific heritage and technical capabilities with the African region.

In this way, the commitment acquired by Chile in 2015 continues, after the creation of the “Nelson Mandela” Scholarship and human capital training program, which seeks to cooperate through this type of program with Africa and its citizens.

For achieving the above, the South-South Cooperation initiatives promote the exchange of technical and professional knowledge, which seeks to strengthen the development of the countries according to their own characteristics and needs, aligned, in addition, to the fulfilment of the Sustainable Development Goals and the UN 2030 Agenda. In this area, AGCID has led the Chilean strategy, in conjunction with different higher education institutions, as well as other organizations, in generating an academic and technical cooperation offer, which is directly related to the needs and different realities of our American region.

2.2. INDUSTRIAL ENGINEERING | UNIVERSITY OF CHILE

The University of Chile, national and public, is the main institution of higher education in the country and one of the most prestigious in Latin America. In its teaching, research and extension activities, it promotes the exercise of a prepared citizenship, criticism, social consciousness and ethical responsibility, according to the values of tolerance, pluralism and equity, intellectual independence and freedom of thought. The National Accreditation Commission has accredited the University of Chile for the maximum number of years. Its leadership as a public institution of excellence is reflected in the position it occupies in different national and international rankings, including the University Ranking for Academic Performance (URAP), first in terms of magnitude and scope of scientific production in Chile, and the QS World University Ranking (2018) 201 in the world and 6th in Latin America.

The Department of Industrial Engineering is the main pole of research in management sciences and economics of the country. At the same time, the Faculty of Physical and Mathematical Sciences of the University of Chile, to which it belongs, is a research leader in basic sciences and engineering. Regarding applied research, the Department lodges several centres such as the Centre for Public Systems (CSP), the Centre of Organisational Engineering, the Centre of Retail Studies, the Centre of

Finance, and the Centre of Operations Research for the Mining Industry; as well as large projects funded by the National Science Agency, such as the Milenio Institute for Complex Systems, the Milenio Institute for the Research on Market and Public Policy Imperfections, and participate in other associative projects such as the Centre for Inclusive Education. The Journal of Public Policy Studies, published by the Department of Industrial Engineering, is a highly valued academic publication among students and scholars. The Master in Public Policies and Management (MGPP, in Spanish), founded 26 years ago, is one of the first and most prestigious programs in this field in Latin America.

Both Industrial Engineering and the Faculty of Physical and Mathematical Sciences of the University of Chile have the challenge of conducting research at the forefront of public issues of the country, as well as to form competent professionals capable of applying strategic thinking and multidisciplinary tools for a better management of public organisations and design, implementation and evaluation of public policies.

2.3. CENTRE FOR PUBLIC SYSTEMS

The Centre for Public Systems (CSP) was created in May 2010, and currently has a clear mission: to contribute significantly to the improvement of public policies and the modernisation of the State in Chile and Latin America, with a view based in promoting human development of people and the creation of public value. Thanks to our team of academics, collaborators and researchers, the CSP addresses the problems from an interdisciplinary and systemic perspective.

To achieve its strategic purposes, different conceptual approaches to public management as well as the design, implementation and evaluation of public policies are integrated, through studies and projects for public sector organizations, training of public officials and managers, production of research with high standards of scientific impact, and by influencing public opinion and key actors within the State. The work of the CSP is centred on four strategic axes:



Transversal Services of the State

The Centre for Public Systems (CSP) promotes the strengthening and expansion of human resource management systems in the state, as well as the design or redesign of effective performance management systems. It also seeks to contribute to the improvement of procurement systems and processes to increase their efficiency, probity and quality.



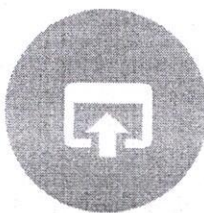
Public Innovation

The CSP seeks to improve the provision of public goods and services at central, regional and local levels through the application of innovative methods within the State. To this end, collaborative work are articulated between key actors, users, public officials and managers, civil society organizations and political policies, with the aim of co-creating innovations and achieving their effective implementation.



Territorial Development and Effective Decentralization

The CSP aspires to an effective and decentralised State. This axe is critical for the design and implementation of public policies focused on facilitating people's life projects, with a focus on citizen participation. To advance this issue, we seek to strengthen sub-national governments such as municipalities and regional governments, as well as health services and educational organisations and networks.



Policies for Human Development and Public Value

The focus of the CSP is the generation of policies that promote human development and the creation of public value, understood as "the general interest" and the interest of future generations. For this, inclusion, human agency and social capital are promoted, especially in childhood, disability, education and health policies. This implies working on its design and implementation, especially in its strategic value chain, support systems and governance mechanisms, and in their evaluation. This last phase is of vital importance, especially considering that its degree of development is still very precarious in Chile, Latin America and other developing regions.

2.4. DIPLOMA IN PUBLIC MANAGEMENT

Within this framework of objectives and focuses of interest, the Centre for Public Systems has developed the following proposal to carry out the "Diploma in Public Management" in accordance with the requirements of the Chilean Agency of International Cooperation for Development. The focus of the program is mainly for professional officers working in the State who wish to acquire tools and develop skills in public management. In its 19 years, our program has implemented 49 versions, gathering more than 1700 graduates from Chile and different regions around the world.

The academic program of our Diploma allows students to further their knowledge in the field of public management by continuing their training in the Master in Public Policy and Management, also delivered by the Department of Industrial Engineering, conducted in Spanish for national and international students.

The Diploma in Public Management has been implemented in both, open and closed modalities, for public institutions such as General Comptroller of the Chilean Republic, Central Services of the State of Chile, Municipalities, University of El Salvador and Chilean Agency of International Cooperation for Development (the previous versions conducted by the Centre for Public Systems are listed in *Appendix 1*).

3. FOCUS OF THE PROGRAM

The Department of Industrial Engineering has developed 3 lines of action regarding key issues of Public Management: a) Economics and Public Policy, b) Management Skills c) Public Management. On the other hand, new thematic axes have been incorporated, alluding to the current processes that State demands: Public Innovation and Decentralization.

Therefore, the Diploma takes advantage of this expertise and background by incorporating those approaches and learning experiences in its academic program. Its focus is centred in engaging participants in the current academic debate about different paradigms related to Public Management, while developing essential skills for effectively run public organizations within a globalized environment. In this sense, "learning to learn" and the formation of systemic networks are necessary skills that are also trained in the program.

In addition, the Diploma includes an applied approach of topics like strategic thinking, creation of public value, innovations in information technology, and tools for management control and redesign of processes in the state sphere. In addition, a theoretical review of concepts of democratic governance and modernisation of public management are also highly analysed.

3.1. OVERALL OBJECTIVE

To provide students with an advanced level of understanding of the concepts and approaches in the Public Management field and the capacity to apply and combine them in concrete situations.

3.2. SPECIFIC OBJETIVES

- I. To generate in participants a common understanding and a shared language in relation to new managerial approaches applied to public agencies and policies.
- II. To facilitate in participants a space conducive to systemic reflection on institutional challenges and identification of opportunities they can collectively use to improve their own areas of performance.
- III. To strengthen the skills of participants in the use of engineering and management tools, including information technologies, management control and systems design tools.

3.2.1. Directed at

Public servants or professional officers involved in public affairs from the following countries: Botswana, Egypt, Ethiopia, Ghana, Kenya, Morocco, South Africa and the State of Palestine.

3.2.2. Application requirements

1. Copy of a university degree of at least 8 semester of duration.
2. Copy of the Curriculum Vitae.
3. At least two years of experience in the public sector, NGO and/or public international organizations dedicated to public affairs.

4. Legible Photocopy of the passport.
5. Certification of English proficiency (the Embassy of Chile will certify the applicant's level).
6. Application Form (*Appendix 2*).

It is important to notice that the diploma has a strongly practical and participatory approach, so it is necessary that students have a suitable place in which to connect with a good internet connection.

THESE DOCUMENTS SHALL BE PRESENTED IN THE CHILEAN EMBASSY OF THE INVITED COUNTRY

3.2.3. Selection

The selection will be made by the Chilean embassies located in African countries, in coordination with AGCID and the counterparts that the institution deems pertinent.

To achieve an adequate level of female participation in the program, it is suggested that -via affirmative action- at least 40% of female candidates be selected.

4. ACADEMIC PROGRAM

Diploma program of 120 chronological (contact) hours with the following modules:

Master Lectures	Introduction to Public Management	Leadership and Negotiation	Innovation and Information Technologies	Business Process Management	Strategic Management
<p>Presentation of topics of interest by outstanding faculties or practitioners to participants in the Diploma. Sessions on Sustainability and Environmental issues, Corruption and Public Value.</p>	<p>The central purpose of this course is to provide a solid conceptual basis for analysing and addressing emerging phenomena in public organizations. For this purpose, the main theories and concepts of management and public administration will be discussed, as well as the fundamental aspects to effectively manage public services and the managerial role in fulfilling this goal.</p>	<p>This course is aimed to bring a common understanding of leadership in times of change, which involves planned, systematic action aimed at generating sustained progress, in the shortest period and with the fewest resources, from current to future state. In addition, the course is also centred on reflecting on each participant role as a leader, providing a leadership toolkit for applying to different change projects.</p>	<p>The course analyses the impact of Information Technology on management and its relationship with issues such as process reengineering and organizational redesign.</p>	<p>Business Process Management is a key component for understanding and transforming public organization and ensuring the adequate accomplish of policy objectives. For strategic purposes or for leveraging the digital opportunity, the fundamental building block is the process and its management. These dimensions will be reviewed and discussed in highly interactive sessions.</p>	<p>Understanding Public Management as a process of creating public value, through a view that allows solving the problem while also creating value, and then using the management tools that support the creation of public value within public organizations.</p>
6 hours	14 hours	24 hours	14 hours	14 hours	24 hours
Organizational Analysis Workshop					

Through a group work and a highly specialized methodology, a case study is developed throughout the program, which allows applying the themes of each of the modules listed before to a specific experience/institution. Thus, a brief diagnosis will be made and a modernisation strategy will be designed for a governmental institution or non-profit organization. This project must finally be presented to a panel made up of professors from the program and the rest of the participants.

24 hours

In addition, a "Module 0" will be implemented where the virtual platforms that will be used during the execution of the program will be explored. The two platforms are: Zoom and U-cursos. This activity will take place the week before the start of the academic calendar, incorporating the opportunities for improvement identified by the 2021 fellows. Also, this instance will serve for the teaching staff to get to know the scholarship recipients and they can express their expectations, interests and work experiences.

4.1. LEARNING STRUCTURE

The Diploma in Public Management integrates two parallel and interdependent dimensions of learning: one that can be seen as individual learning, that is, as an expansion of the individual participant's capacities for action; and another that corresponds to "network learning", as it improves the manifestation of individual skills through collective collaborative work among the various participants (with whom we intend, from a methodological perspective, to incorporate effective teamwork and project management practices). Both dimensions will be conducted through online platforms to generate and support teamwork remotely.

- Individual Learning Dimension.

An academic program, or cognitive development, which includes the following units:

- I. Master Lectures
- II. Introduction to Public Management
- III. Leadership and Negotiation
- IV. Innovation and Information Technologies
- V. Business Process Management
- VI. Strategic Management
- VII. Organization Analysis Workshop

- "Network Learning" Dimension

The dimensions of network learning do not translate into specific programs, as in the case of individual learning, but rather correspond to the results expected to be achieved by the interaction between students through the different activities and team evaluations that make up the units and the use of the available technology. Specifically, it intends to achieve:

- ✓ The socialization, incorporation, and appropriation of the process of State Reform and Modernisation of Public Management in their countries of origin.
- ✓ The effective incorporation of conceptual frameworks, distinctions, tools and management devices applied to the concrete situation of the participants.

- ✓ The strengthening of networks and trust in the participating professionals: regarding themselves, among them, and in the advantages of modernisation of public management.
- ✓ Learning, through the practical use, of the usefulness of information technologies to work in teams at a distance. The strong use of the online platform and other complementary technologies during the development of the Diploma program will allow the students to get to know these tools, see their usefulness, and to motivate them to use them for their own work.

In this holistic concept of learning, the participating "student" plays a central role. In this regard, the central protagonist of the process is the participant himself/herself, who is responsible for optimizing the effectiveness, efficiency, and well-being of the process. For this reason, it is fundamental to understand the learning process as a personal project and "in action", that is, a project where its design and execution is closely linked to the identification and gradual resolution of urgent and contingent problems of their work as a manager and/or professional in the organization in which they perform.

4.2. METHODOLOGY

The Diploma will be held online (which includes synchronous and asynchronous activities), where participants will attend virtual sessions and they will also have to develop activities outside the class schedule, for which they will have an online platform and a support team at their disposal which will act as a help desk and support for teaching coordination and collaboration, via email, forum and, if necessary, in personal meetings through videoconference.

In addition, the contents of the program will be supported and backed up by the use of information technologies, synthesized in an online platform developed by the Faculty of Physical and Mathematical Sciences of the University of Chile, named "u-cursos" (www.u-cursos.cl). This platform is accessible by internet and has an easy navigation system in English, which integrates the following functionalities:

- ✓ Teaching Material ("*Files*"): This is a virtual library of documentation (presentations, reading material in PPT/PDF/WORD format) available to all participants at the time they require it;
- ✓ Communication and interaction tools among participants, such as calendar, mailbox, forum, and chat ("*Email*");
- ✓ Reception of students assignments ("*Homeworks*"): In this section, participants can upload a file corresponding to assignment set by each teaching team up to a certain date;
- ✓ Record of partial notes ("*Grades*"): a space where the teaching team uploads the results of the evaluations so that participants can see their own grades and the statistics of the global grades;
- ✓ Streaming classes ("*Virtual Class*"): In this section, students will access to each online class link, and watch recorded classes once uploaded¹.
- ✓ Check the attendance rate of each participant by each module. ("*Attendance*")
- ✓ Usage statistics: allows viewing the level of activity of each user in the system.

¹ It is important to mention that recorded classes will be available exclusively for academic purposes, and for enrolled-students only.

For conducting synchronous classes, as well as for online group teamwork, participants will join the Zoom platform provided by University of Chile. This platform will have wide variety of functionalities that guarantee the interaction among participants and the academic team.

4.2.1. Additional information

The program will be implemented remotely (120 hours), but participants will also develop activities outside the class schedule, for which they will have the aforementioned online platforms and an in-class assistant at their disposal that will act as a Help Desk and provide support for teaching coordination, via e-mail, forum, and, in some cases, extra online Q&A meetings.

On the other hand, and considering its academic value, the methodological approach stands out for granting the participants distinctive opportunities such as:

- Learning: acquisition of general and specific knowledge about a diverse management approaches, managerial skills, basic concepts about the role of the State and its institutions, among others.
- Capacities: acquisition of technical skills for managing varied and complex challenges faced by public entities, which are immersed in fast-paced changing environments. In this regard, strategic information management and the use of technological tools are analyzed as critical facilitators of effective professional performance of public servants.
- Networks: participation in networks and exchange of ideas, experiences, and visions about common problems in a virtual environment that will remain active if members require it.
- Remote Interaction: the didactic methodology of the program will also be based on the pedagogical model of virtual training through a virtual environment: the online platform, which allows overcoming the barriers of space and time through computers and communication networks, facilitating the individualized and interactive contact between all members of the learning community.

The courses and the educational methodology proposed facilitates deep, comfortable, flexible, and ongoing learning. The methodology aim that participants, during the development of the program, achieve:

- Learning and working within a network and increasing their knowledge, skills, and competencies.
- Adapting to professional changes and incorporating innovation into their professional practice.
- Growing and progressing autonomously and increasing their professional skills.
- Enjoying a broad worldview, with the ability to create, innovate, and solve problems using multiple resources.

4.2.2. Evaluation and attendance

- The minimum requirements for passing are 80% minimum attendance to the scheduled online sessions and evaluations, and a final grade above 4.0 (Chilean grading scale²) considering the following weighing:

²Chilean Grading Scale: minimum grade is 1.0, and maximum grade is 7.0; which also represents a 100% of compliance. Passing grade is 4.0.

MODULE	PORCENTAGE
Introduction to Public Management	15%
Leadership and Negotiation	20%
Innovation and Information Technologies	10%
Business Process Management	10%
Strategic Management	20%
Organization Analysis Workshop	25%

- All enrolled participants must sign and submit the “Duties and Rights of Fellows”, and by doing so fully accept the internal academic policy regarding unethical behavior and plagiarism.
- Likewise, whoever has not completed all the units of the program, will not obtain the corresponding certificate of approval; however, they will be given a certificate of participation with the grades of the units passed. These digital certifications will include the grade point average and attendance rate of each participant.

Grade Point Average of Courses

- Depending on the methodology of each unit, a space of time will be allocated for the execution of written tests and/or practical work.

Evaluation of prior and final knowledge

- **Delta of learning:** To understand and determine the learning of each of the participants, a *diagnostic test* will be applied at the beginning and end of the program to assess the progress made by students. This evaluation will be integrated by concepts related to each of the units of the Diploma, as well as a section on the expectations of the course and its final perceptions.
- The time of personal dedication of each student, outside the classroom, is estimated to be at least 5 hours per week. This time of personal dedication is fundamental to achieve a better integration of the academic program, which requires the permanent support of the employers of the participants.

4.3. DURATION AND PROGRAM SCHEDULE

The program consists of 120 chronological hours, which will run from Monday, August 8 to Monday, November 28, 2022. These hours will be divided into 40 class days of 3 hours of online contact each, to be held on Monday, Wednesday and Friday from 10:00 AM to 1:30 PM Chile time³.

The program consists of 120 chronological hours, which will run from Monday, August 8 to Monday, November 28, 2022. These hours will be divided into 40 class days of 3 hours of online contact each, to be held on Monday, Wednesday and Friday from 10:00 AM to 1:30 PM Chile time.

It is important to note that, in order to maintain the start time of classes for the selected countries, the class schedule for the Chilean academic team will be adjusted when the spring time change takes place. In this way, from August 8 to September 2, the academic activities will be implemented from 10:00 a.m. to 13:30 p.m. Chilean time and, from September 5 to November 28, the program will run from 9:00 a.m. to 12:30 p.m. 30 Chilean time. This schedule arrangement was made so that the participants do not have to adjust their connection hours and not to alter their personal and work routine once Chile experience the spring time change.

Finally, it is established that in the schedule proposed in Appendix 3, the holidays and religious days of Chile and the participating countries have been taken into account.

4.4. VALIDATION OF THE DIPLOMA

All participants who approved this program and are interested in getting a Master degree in the field will be able to validate the courses taken with elective units from the Master in Public Policy and Management in the Industrial Engineering Department of University of Chile. This validation can be used up to 2 years after having approved the Diploma program. It is important to notice that the aforementioned Master degree is also taught in Spanish by the Department of Industrial Engineering.

4.5. LOGISTICAL ASPECTS

The courses and units of the program will be carried out through the Zoom platform, and the U-cursos teaching material platform provided by University of Chile.

³ The schedule from 10:00 a.m. to 1:30 p.m. in Chile is the equivalent of: (i) Botswana, Egypt and South Africa: from 4:00 p.m. to 7:30 p.m.; (ii) Ethiopia, Kenya and the State of Palestine: from 5:00 p.m. to 8:30 p.m.; (iii) Ghana and Morocco: from 2:00 p.m. to 5:30 p.m.

4.6. PORTFOLIO PER STUDENT

For each student, an attendance and academic record will be kept, which will include the evaluations, papers and grades obtained. All this information will be storage in the teaching material platform, which each participant can continue to access after the program has ended.

4.7. FINAL REPORT AND EVALUATION OF STUDIES

The Industrial Engineering Department of Universidad de Chile's Faculty of Physical and Mathematical Sciences will deliver a digital certificate of approval to those who have completed the program's academic requirements. For those participants who fail to pass one or more modules, the university will deliver a digital certificate of participation.

It should be noted that the Minimum Passing Requirements are: minimum attendance of 80%, and a minimum final grade of 4.0 (Chilean grading scale) for each module and in average considering the following weighing:

MODULE	PORCENTAGE
Introduction to Public Management	15%
Leadership and Negotiation	20%
Innovation and Information Technologies	10%
Business Process Management	10%
Strategic Management	20%
Organization Analysis Workshop	25%

The purpose of establishing certain minimum passing requirements is associated with the idea of commitment from each participant. According to this point of view, we respond to an institution that invests in the training of its professionals, and therefore, the results must be evaluated based on the impact that our actions can provoke in them.

On the other hand, the University will deliver to the student a final Evaluation Report of the Program containing at least: a) Attendance records, b) Final grade obtained and, if the institution requires it, certificates of approval and participations granted, among others.

4.8. BENEFITS

- Full-tuition Scholarship for undertaking the Diploma in Public Management, provided by the Chilean Agency of International Cooperation for Development.
- Full access to digital teaching material and tools of interaction provided by University of Chile.
- Digital certificate of approval and participation for each participant, as appropriate.