



**WEST AFRICAN MANAGEMENT DEVELOPMENT
INSTITUTES NETWORK (WAMDEVIN)**

COLLABORATION FOR ADVANCEMENT AND PROGRESS

STRATEGIC PLAN
2025-2030

MARCH, 2025

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1. PREAMBLE

The West African Management Development Institutes Network (WAMDEVIN) is a sub-regional network of Management Development Institutions and Business Schools whose interests are human resource building, management consultancy, research and publications in Anglo-phone countries in West Africa with its Secretariat in Nigeria. These countries are Nigeria, Ghana, Sierra Leone, The Gambia, Liberia and Cameroon.

The organisation was established at a Roundtable Conference of Heads of Management Training Institutions and Senior Government Policy Makers in West Africa which was held at the Administrative Staff College of Nigeria (ASCON), Topo - Badagry, Nigeria, in November, 1987, under the joint auspices of the Commonwealth Secretariat (COMSEC) London, the Economic Development Institute (EDI) of the World Bank and the International Labour Organisation (ILO) to enhance the competence of the faculty staff of the member Management Development Institutes (MDIs) through intensive and sustainable capacity building programmes.

The Secretariat which was initially meant to be rotational was formerly sited in Ghana Institute of Management and Public Administration (GIMPA), Accra, Ghana, before the Executive Committee decided in November, 1990 to relocate the Secretariat permanently in Administrative Staff College of Nigeria (ASCON), Badagry.

2. VISION STATEMENT

“To be a World Class West African Network of Management Development Institutes positively shaping public policy and management through learning, research, innovation, collaboration and knowledge dissemination for political and socio-economic development.”

3. MISSION STATEMENT

“To harness the enormous potentials which member institutions could derive from pooling and sharing of the limited expertise in management development, training, research and consultancy that are available in the sub-region, with a view to enhancing the socio-economic prosperity of member countries.”

4. OBJECTIVES/FUNCTIONS

- (i) To create a forum for sharing institutional experience on management development and training in West African countries.
- (ii) To promote capacity building and skills development among those involved in the practice of management and administration in the sub-region through stimulating dialogue between professionals and the clients they serve - governments, parastatals, industries, businesses and other sectors.
- (iii) To promote the conduct of research into management and development problems facing the sub-region in the hope that by so doing, its member institutions can positively influence public policies by serving as think-tanks to their governments.
- (iv) To promote co-operation among member institutions in the development and production of teaching/training materials and facilitating the sharing of the materials.
- (v) To establish institutional mechanisms for disseminating and exchanging relevant information within the Sub-Region, through newsletters, databank, clearing house, publications and other networking materials.
- (vi) To promote co-operation among member institutions for training, research and consultancy.
- (vii) To strengthen institutional capabilities especially through:
 - (a) faculty staff development and exchange.
 - (b) exchange of training equipment, attendant skills, knowledge and expertise.
- (viii) To develop effective co-operation with similar associations in other regions, international agencies, inter-governmental organisations, foundations, and any other organisations which may further the cause of WAMDEVIN.

- (ix) To undertake any other measures that would further the above aims and objectives.

In pursuance of its objectives, the Network organizes various activities including workshops, seminars, management research, consultancy, training and development of management films. The Network also prepares a wide range of publications, distilled from research commissioned by member institutions and organizations, on topics which are relevant and important for capacity building and human resources development in the West African sub-region.

5. WORK PROGRAMME

WAMDEVIN's work programme encompasses various areas of specialised management training and development activities which are being pursued by Member Institutions using the facilities and expertise available in the Network. The work programme has four components, viz:

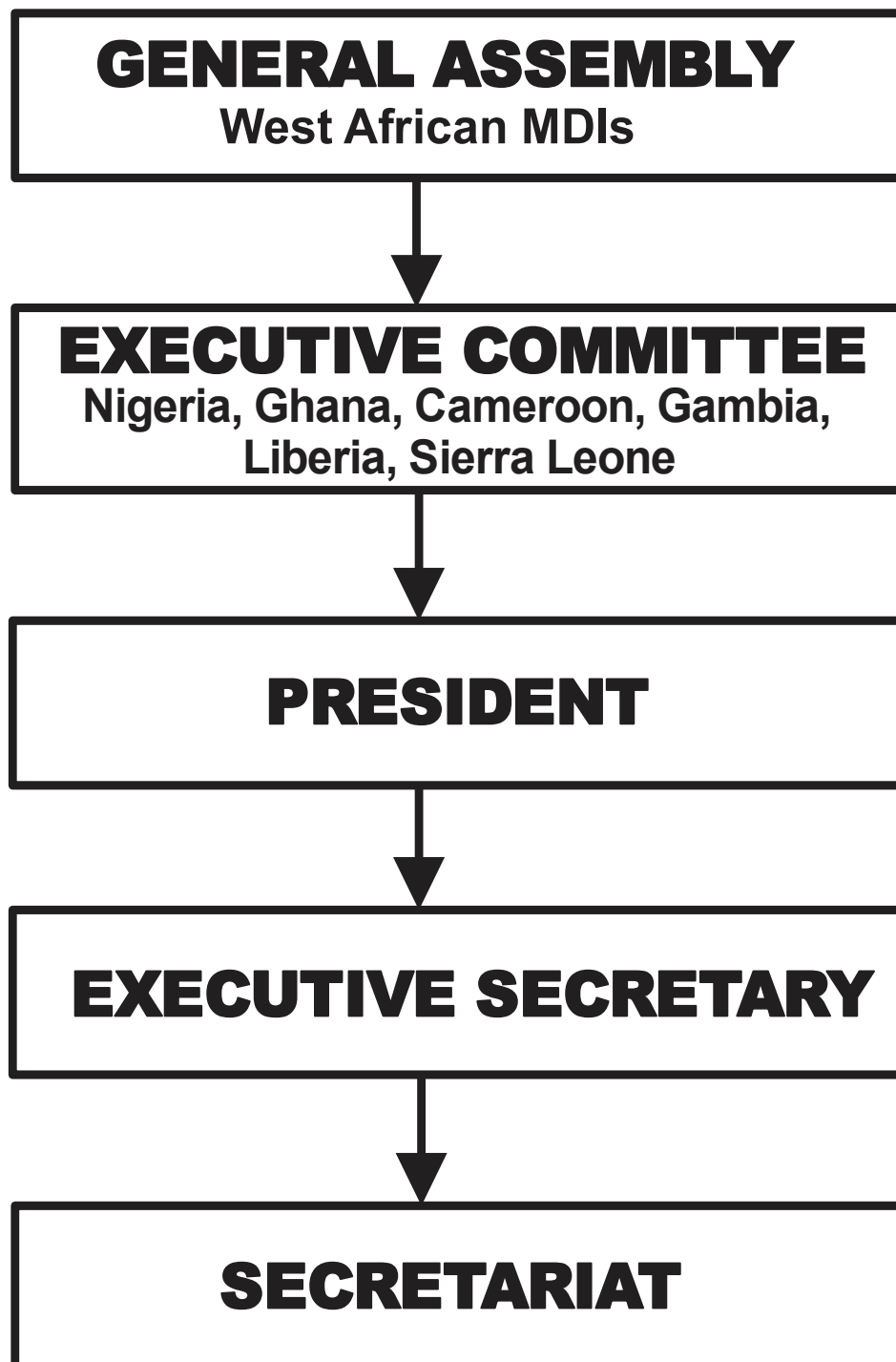
- Research;
- Training;
- Consultancy; and
- Publication

all of which are aimed at institutional capacity building.

WAMDEVIN has at the apex, a General Assembly comprising all the Management Development Institutes. Under the General Assembly is an Executive Council made up of elected members, while the President, who is also elected, presides over the Executive Council. The Executive Secretary who is also the CEO overseas and implements the decisions and activities of the Network. Under him are staff and consultants who are used for execution of various Projects/Programmes. Currently, the Network is made up of 15 member institutions from Nigeria, The Gambia, Ghana, Sierra-Leone, Liberia and Cameroon.



6. ORGANISATIONAL STRUCTURE OF WAMDEVIN



7. SOME RECENT CAPACITY BUILDING PROGRAMMES

Training

- (I) Re-positioning the Business of MDIs in The Contemporary Environment for Chief Executive Officers (CEOs) in West Africa
- (II) Re-imagining Training for Trainers in The New Business Model For MDIs (Blended)
- (III) Mentor-Mentee Training Programme with 20 Participants
- (IV) Three-month Mentorship Attachment Programme
- (V) Strengthening Human and Institutional Capacity Through Formal Mentoring in MDIs
- (VI) Simplifying e-learning Platforms for Learning and Development Practitioners
- (VII) Training Impact Assessment for WAMDEVIN MDIs
- (VIII) Advanced Mentorship Training for WAMDEVIN MDIs
- (IX) Navigating The New L & D Landscape for WAMDEVIN MDIs
- (X) Re-inventing Training for Trainers for Sustainability of MDIs
- (XI) New Approach to Curriculum Development in Learning and Development
- (XII) Enhancing Virtual Presentation for MDIs Staff

Research

- (I) Research on Training Needs Analysis of MDIs in West Africa
- (II) Research on the Assessment of The Impact of WAMDEVIN Online Training Programme on Faculty Staff of MDIs in West Africa

Publications



WAMDEVIN has also published many books, newsletters and occasional paper series.

Management Consultancy

The Network has undertaken several management training, research and consultancy assignments for the Federal Government of Nigeria and other member countries. It has also executed several projects for and in collaboration with many international development agencies such as the United Nations Development Programme (UNDP), Commonwealth Secretariat (COMSEC), London, United States Agency for International Development (USAID), International Labour Organisations (ILO), and Canadian International Development Agency (CIDA).

8. CURRENT WAMDEVIN MEMBER INSTITUTIONS

There are 16-member institutions currently in the Network with 10 from Nigeria and 6 from 5 other countries as depicted below:

S/N	COUNTRIES	ORGANISATION
1.	NIGERIA	(i) Administrative Staff College of Nigeria (ASCON) (ii) Centre for Management Development (CMD) (iii) Industrial Training Fund (ITF) (iv) Public Service Institute of Nigeria (PSIN) (v) Public Service Staff Development Centre (PSSDC) (vi) Agricultural and Rural Management Training Institute (ARMTI) (vii) Michael Imoudu National Institute for Labour Studies (MINILS) (viii) Nigeria Institute for Transport Technology (NITT) (ix) Nigerian College of Aviation Technology (NCAT) (x) Simeon Adebo Staff Development Centre (SASDC)
2.	GHANA	(xi) Management Development Productivity Institute (MDPI) (xii) Ghana Institute of Management and Public Administration (GIMPA)
3.	Cameroon	(xiii) Pan Africa Institute for Development (PAID)
4.	Gambia	(xiv) Management Development Institute (MDI)
5.	Sierra-Leone	(xv) Institute of Public Administration and Management (IPAM)
6.	Liberia	(xvi) Liberia Institute of Public Administration (LIPA)

9. MEMBERSHIP

WAMDEVIN membership is available to Management Development Institutes (MDIs) and Business Schools in both public and private sectors, whose primary objective is capacity building, consultancy and research.

SOME OF THE PRIVILEGES DERIVABLE FROM MEMBERSHIP OF WAMDEVIN

- ❖ exposure to international management conferences at subsidized rates;
- ❖ drawing upon invaluable expertise that resides in member institutions and organizations;
- ❖ opportunity to offer consultancy services to other institutions in the sub-region;
- ❖ participation in sub-regional, regional and international fora and in-country management conferences held to promote innovations in management and within the major economic regions of the world at subsidized rates;
- ❖ participation in most training programmes organised by WAMDEVIN;
- ❖ linkage with funding institutions and agencies;
- ❖ participation in annual forum where executives review business practices and government policies, and interact with senior government leaders;
- ❖ access to WAMDEVIN publications and management video films at reduced rates;
- ❖ invitations to seminars, workshops both local and foreign;
- ❖ access to WAMDEVIN Newsletter and other publications;
- ❖ networking with other members; and
- ❖ any other privileges which may be determined by the Executive Committee.

As a Network whose membership cuts across countries in the West African sub-region, WAMDEVIN represents an important vehicle for increased global interaction, public-private sectors cooperation and development.

For your institution/organization to become a member of WAMDEVIN, get involved in its activities and draw on the array of benefits and opportunities which membership provides, you should make a photocopy of the application form herein, complete same and forward it to the Secretariat for consideration of the Executive Committee.

10. WAMDEVIN MEMBERSHIP OF INTERNATIONAL ORGANISATIONS/ASSOCIATIONS

- (i) International Federation of Training and Development Organisations (IFTDO)
- (ii) European Foundation for Management Development (EFMD)
- (iii) Association of Management Development Institutions in South Asia (AMDISA)
- (iv) African Association for Public Administration and Management (AAPAM)
- (v) African Management Development Institute (AMDIN)
- (vi) Commonwealth of Learning (CoL)

11. ACHIEVEMENTS OF WAMDEVIN

In pursuance of its objectives, since its inception in 1987, WAMDEVIN has been striving to justify the hopes and aspirations of its founding fathers. WAMDEVIN has succeeded in reaching out to its member institutions by providing training free of charge for the faculty staff. This has had good impact on the performance of the staff. So also, in the past, WAMDEVIN had:

- Carried out consultancy assignments for the federal government agencies such as the Office of the Head of the Civil Service of the Federation (OHCSF), The Nigeria Immigration, The Nigeria Prisons Service, The Nigeria Customs Service, etc.
- Undertaken research in many areas such as informal sector, training needs assessment, impact analysis, etc.

- Published a book on Small and Medium Scale Enterprises
- Facilitated Staff Exchange programme
- Organized several training programmes for staff of MDIs



12. WAMDEVIN's STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS (SWOTS)

Using a SWOT analytical tool, WAMDEVIN's SWOTS are as follows:

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<p>The major identifiable strengths include:</p> <ul style="list-style-type: none"> - Highly dedicated secretarial workforce; - High potential for internal generation of revenue; - Reputable member MDIs; - Good infrastructure; - Existing link with donor agencies; - Recognition by regional MDIs; - Good name and reputation across the sub-region; - Recognition by government of Nigeria; and - Presence of 6 countries executive committee members with new vigour and readiness to assist. 	<p>Some of the weaknesses include:</p> <ul style="list-style-type: none"> - Lack of motivated staff; - Lack of exposure of staff to training opportunities that can positively impact on their job performance; - Inadequate ICT capabilities; - Weak networking and collaborative efforts within member MDIs; - Inadequate Research Capabilities; - Inability to tap into potential funding sources; - Insufficient involvement of members; and - Poor subscription payment by members. 	<p>Identifiable opportunities include:</p> <ul style="list-style-type: none"> - Ongoing Public Service Reforms in member countries; - The only network of such in the sub-region; - Goodwill across the sub-region; - Recognition by International Organisations; - Increase in the number of donor agencies as well as MDIs in member countries; - Ongoing developmental issues across the globe e.g. Attainment of Vision 2030 by all nations; and - Rapid technological advancement in all areas calling for new training, research and consultancy. 	<p>Major threats to the network include:</p> <ul style="list-style-type: none"> - Global economic recession and its attendant financial hardship on member countries and the MDIs; - Apathy of member MDI's towards payment of annual subscription and involvement; - Rapid technological changes affecting training and consultancy practices; and - Wrong perception of WAMDEVIN as competitor by some MDIs.

13. CHALLENGES FACED BY WAMDEVIN

1. Members have not been fully engaged to be committed to meeting their responsibilities.
2. Funding constraints for running the Secretariat
3. Inadequate funds for training programmes
4. Members' apathy to training
5. Members' refusal to pay annual dues
6. Inadequate support from the federal government of Nigeria
7. Inadequate support from the governments of other countries
8. Donor fatigue

14. SOME INNOVATIVE AND CREATIVE WAYS OF MITIGATING THE CHALLENGES

1. More engagement of members through effective communication, incentives, visits, etc.
2. Expansion of the scope of training of the MDIs staff to include:
 - (i) All Faculty Staff
 - (ii) Administrative Staff
 - (iii) Finance Staff, and
 - (iv) Technical Staff
3. Effectively deploy technology e.g. Artificial Intelligence (AI), Learning Management Systems (LMS), Hybrid/Blended Training for more participation from MDIs.
4. Embark on country-relevant Research Activities.
5. Establish and Maintain Effective Contacts with governments of member MDIs.
6. Identify and build effective rapport with Donor agencies such as COMSEC, USAID, etc.
7. Aggressively market the network and its members from time to time to potential donors locally and globally through strategic cost-effective publicity.

8. Introduce Case and Essay Writing Competitions among MDIs.
9. Craft more relevant and topical programmes for MDIs.
10. Embark on innovative means of raising funds for the Network.
11. Embark on Aggressive membership drive for new members from member MDIs countries.
12. Engage the MDIs in collaborative research grant opportunities.
13. Set up an Alumni Body for programme beneficiaries.
14. Provide Opportunities for staff exchange among member countries.
15. Engage in publication of books, journals and newsletter for Members benefit.
16. Charge a reasonable amount for each training programme not funded by donor agencies. Such funds can be used to execute other non-fee generating projects like research activities and publications of the Network.

15. ROLLING PLAN FOR YEAR 2025 – 2030

S/N	ACTIVITY	ELEMENTS	2025	2026	2027	2028	2029	2030
1.	Full Engagement of WAMDEVIN Stakeholders	<ul style="list-style-type: none"> - Establish Effective Communication Mechanism with MDIs - Embark on Visits to the MDIs and other Stakeholders - Identifying Areas of Needs - Holding Regular Meetings - Collating Needs - Sharing Helpful Information to Meet Needs - Joint Proposal where Necessary - Re-Introduce Faculty Staff Exchange Programme For MDIs Staff 						
2.	Maintaining Contacts with Donor Agencies and other Associations Across the Globe for MDIs programmes and Projects	<ul style="list-style-type: none"> - Compile list of Donors - Identify Focus of Donors - Approach the Donors on Need Basis - Send list to Member MDIs 						
3.	WAMDEVIN Newsletter (to be published quarterly)	<ul style="list-style-type: none"> - Collation of News Items - Typesetting - Circulation 						
4.	Write a Composite Proposals on Areas of Need of MDIs for the Consideration of the Identified Donors	<ul style="list-style-type: none"> - Form Proposal Team - Identify and agree on Themes - Prepare Proposals 						



5.	<p>1. Training of Trainers Workshops to Focus on Key Areas that bother on Needs of the MDI and The Countries e.g. AI for L & D Professionals, Enhancing the Capacity of MDIs in Youth Empowerment Programmes</p> <p>2. Gender and Women Development,</p> <p>3. Management Consulting,</p> <p>4. Research and Publications</p> <p>5. Public Sector Reforms</p> <p>6. Grant Writing</p> <p>7. Case Studies</p> <p>8. Empowerment of MDIs Staff for the Management of Poverty Alleviation/ Reduction Programmes in West Africa</p>	<ul style="list-style-type: none"> - Prepare Concept Paper - Seek Funding Support from Donors - Write MDIs - Send Letters - Organise Workshop 						
6.	<p>1. Regional Workshops Conferences, Seminars and Symposia.</p> <p>2. Workshop on Governance Administration and Decentralisation in the sub-region.</p> <p>3. Sensitization Workshop/Study Visit for Legislators/Parliamentarians and Top Policy Makers with Over-sight Functions.</p> <p>4. Strengthening Network of WAMDEVIN's Researchers and Consultants through Exchange Knowledge.</p> <p>5. Support quality assurance and implementation processes within member countries.</p> <p>6. Joint efforts to Enhance National Policy Review in specific areas.</p> <p>7. Strengthening Regional Inclusiveness.</p>	<ul style="list-style-type: none"> - Prepare Concept Note - Seek Funding Support from Donors - Government and MDIs - Write MDIs - Send Letters - Organise Events 						
7.	Retreat of the DGs/CEOs of WAMDEVIN MDIs (Annual Event)	<ul style="list-style-type: none"> - Discuss with President and Agree on Venue and Date - Agree on a Theme in Consultation with the President - Write MDIs 						
8.	Membership Drive	<ul style="list-style-type: none"> - Conduct intense search for list of Prospective Members in the Member Countries - Collate list of Prospective Members - Write to them to join - Follow-up the Prospective Members - Pursue all those that had formerly left the Network 						
9.		<ul style="list-style-type: none"> - Identify current programmes of MDIs 						



	Improving Revenue Generation of WAMDEVIN MDIs	<ul style="list-style-type: none"> - Advise on areas in need of improvement - Organize training for both faculty and non-faculty staff on same - Prepare report on event 						
10.	Enhancing the Capacity of WAMDEVIN staff for increased productivity	<ul style="list-style-type: none"> - Identify need of each staff - Organize training for staff - Measure after-training performance 						
11.	Book Writing and Launching	<ul style="list-style-type: none"> - Pick from one of the reports from research done - Compile Report - Edit - Publish - Market - Invite donors and all stakeholders to launching - Solicit funds from all invitees 						
12.	Increasing the visibility of Executive Secretary/Visits to Donors, Associations, and other networks that can further the work of MDIs members	<ul style="list-style-type: none"> - Clear with President - Prepare schedule of visits - Notify MDIs - Undertake Visits 						
13.	Appointment of 2 Contact persons 1 faculty and 1 non-faculty	<ul style="list-style-type: none"> - President to be informed of this move - MDIs to be contacted - Writing the Individuals concerned 						
14.	Annual Retreat for Directors of Finance, Marketing and Training	<ul style="list-style-type: none"> - Clear with the EXCO - Request for list of the individuals from the MDIs - Prepare theme - Organize retreat 						
15.	Annual report preparation	<ul style="list-style-type: none"> - Compile report of activities - Include financials - Word-process - Send to the EXCO 						
16.	Publication of WAMDEVIN journal of management (BIANNUAL)	<ul style="list-style-type: none"> - Constitute editorial board - Formulate editorial policy - Issue call letters for articles - Assess articles - Print journal - Circulate 						
17.	Collaboration with relevant donors, associations and universities across the globe to further the activities of WAMDEVIN MDIs	<ul style="list-style-type: none"> - Write to indicate intention - Collate responses - Initiate contact with MDIs and other relevant local institutions 						
18.	Development of capacity profile of WAMDEVIN	<ul style="list-style-type: none"> - Identify focus of document - Compile materials - Publish profile 						
19.	Engagement with governments of member countries through the MDIs in the member countries	<ul style="list-style-type: none"> - Inform and clear with the president - Notify and seek support of MDIs in each country - Write letter to book appointment - Go with publications of the network showing the works and benefits members and the country enjoy from membership 						
20.	Documentation of WAMDEVIN 38 years of existence	<ul style="list-style-type: none"> - Solicit by letter, for reflections from founding fathers such as Prof. T. B. Wereko, Mr. M. D. Sallah, Dr. Tunji Daodu, Dr. Fadahunsi, COMSEC, etc - Collate experiences and achievements 						



		- Publish a book with possible title: WAMDEVIN: 3 Decades of Networking In West Africa						
21.	Conduct Research on Topical Areas such as Informal Sector, Graduate Unemployment, Food Security, Human Advancement Child Labour Trafficking.	<ul style="list-style-type: none"> - Select a Topic - Draw Questionnaire - Do Pilot Study - Administer Questionnaire - Collate Result - Produce Report - Undertake Joint Press Publicity - Hold Research Validation Workshop - Curriculum Development - Training of Trainers - Test Running of Programme - Disseminate Report to all Stakeholders - Publish a Book 						
22.	Sustaining the peaceful environment in the political, administrative and social environments of WAMDEVIN	<ul style="list-style-type: none"> - Maintaining Regular Contacts with the Stakeholders - Inform them of WAMDEVIN Activities - Invite them to the programmes - Inform the President about Progress 						
23.	Building a Reserve for WAMDEVIN	<ul style="list-style-type: none"> - Set aside 2% of all revenues for WAMDEVIN - Buy federal government bond with it 						
24.	Infrastructure Development Plan	<ul style="list-style-type: none"> - Get Piece of Land from ASCON for a Secretariat for WAMDEVIN - Plan Launching when Money comes 						



8. WAMDEVIN STAKEHOLDERS

