



**CALL FOR APPLICATIONS**

**DIPLOMA IN PUBLIC MANAGEMENT**

**E-learning program delivered by University of Chile**

Call for Applications available in <https://www.agci.cl>  
Chilean Agency for International Cooperation for Development (ACGID, in Spanish)

## INTRODUCTION

### **The Chilean Agency for International Development Cooperation (AGCID, in Spanish)**

A decentralized public service that relates to the President of the Republic through the Ministry of Foreign Affairs. AGCID was created to manage the cooperation that Chile received after its return to democracy in 1990. Today, AGCID also offers cooperation to other countries that can benefit from the Chilean experience in specific areas, incorporating lessons learned from Chilean development process in their territorial realities, through what is called "South-South Cooperation", focusing in two central modalities: technical cooperation for development and the formation of human capital.

This cooperation is part of Chile's foreign policy, which has a "turquoise" emphasis, seeking to make it relevant in mitigating climate change, protecting the ocean and ecosystems with special focus on advancing towards a more sustainable development model; and also it is considered "feminist", which demonstrates the Chilean commitment to human rights and to the participation of women on equal terms. Following the above, the equal selection of men and women will be promoted in AGCID'S human capital training programs.

This seventh version of the Diploma is part of the international cooperation program that Chile has been promoting in the last thirty years, being a commitment of the country to Africa, through the training and formation of high-level human capital, under the scholarship program "Nelson Mandela", in different subjects for development and innovation in relevant public policies. This scholarship program dates back to 2015, and has managed to last over time with different options for human capital formation, from short-term programs as well as master's degrees with financing for up to 30 months.

With the aim of promoting collaborative relations with countries on the African continent, a development cooperation strategy has been developed with said region, based on AGCID's institutional policy and strategy. Within this framework, African countries have been identified as countries interested in receiving cooperation in the area of institutional strengthening.

Finally, AGCID and the University of Chile have successfully implemented and developed various academic programs with countries in Latin America, the Caribbean and Africa in strengthening public and institutional policies, therefore, Chile will offer this Diploma in partnership between AGCID with the renowned University of Chile, in the area of Public Management for the benefit of the African countries summoned.

### **Centre for Public Systems (CSP, in Spanish), University of Chile**

The Centre of Public Systems of University of Chile was created in May 2010, and currently has a clear mission: to contribute significantly to the improvement of public policies and the modernization of the State in Chile, Latin America and the Caribbean, and in other strategic regions. Its academic view is focused in promoting human development of people and the creation of public value. Due to its team of faculties, 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.
- Public Innovation.
- Territorial development and effective decentralization.
- Policies for human development and Public Value.

Considering both institutions missions and purposes, training and formation of high-level human capital become a critical strategy for promoting and assuring the design and implementation of relevant and effective public policies and programmes. That is why, this new version of the International Diploma in Public Management is part of the international cooperation strategy that Chile has been conducted aiming to improve the professional performance of middle-high rank public officials in the field of public management, taking into account the scientific and practitioner experience of Chile in the matter in the last 30 years.

## **GENERAL INFORMATION**

### **I. NAME OF THE PROGRAM**

Diploma in Public Management (DPM).

### **II. 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 within public organizations.

### **III. SPECIFIC OBJECTIVES**

- To generate in participants a common understanding and a shared language in relation to new managerial approaches applied to public agencies and policies.
- 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.
- To strengthen the skills of participants in the use of engineering and management tools, including information technologies, management control and systems design tools.

### **IV. LEARNING OUTCOMES**

- To understand and discuss cutting-edge public management conceptual frameworks, as well as use such frameworks to analyse social phenomena in government.
- To understand and apply a leadership approach that includes planning, and a systematic action aimed to generate sustained progress in work team, in the shortest period possible, and with the fewest resources involved.
- To understand the impact of the IT in Government institutions, as well as digital transformation as an enabler of the modernization of the public institutions.

- To incorporate strategic planning in students' institutions as a tool to support the process of public value creation for the citizens and stakeholders of the organization.
- Prepare public managers in the relevance of business process management for the improvement of the performance of public organizations.
- To apply a methodology to analyse and obtain useful strategic conclusions to a real public institution.

## V. PROGRAM DESCRIPTION

The academic program considers three key approaches regarding to public management developed by the Centre for Public Systems: a) Economics and Public Policy, b) Management Skills, and c) Public Innovation and Decentralization.

Therefore, the Diploma takes advantage of the CSP's 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, 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 review of topics like strategic thinking, creation of public value, innovation and information technologies for public organizations, 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 agencies are also highly analysed.

Below is a brief description of the each of the 6 modules of the diploma's curriculum:

### **Module 1: "Introduction to Public Management"**

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.

### **Module 2: "Leadership and Negotiation"**

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.

### **Module 3: "Innovation and Information Technologies"**

The course analyses the impact of Information Technology on management and its relationship with issues such as process reengineering and organizational redesign.

### **Module 4: Business Process Management**

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.

#### **Module 5: Strategic Management**

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.

#### **Module 6: Workshop on Organizational Analysis**

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.

#### **Master lectures:**

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.

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 (for streaming classes) and U-cursos (academic material storage). This activity will take place the week before the start of the academic calendar. Also, this instance will serve as a first encounter between fellows and the academic staff, so they can express their expectations, interests and work experiences.

## **VI. DURATION**

The program consists of 120 chronological hours. These hours will be distributed among 17 weeks of classes of 3 and a half hours of online contact each. This means that during each week, participants will attend 3 days of classes on Monday, Wednesday and Friday from 11:00 AM to 14:30 PM Chilean time<sup>1</sup>.

In the case of the participating countries, the time difference has been considered in order to set classes in their afternoon schedule (after lunch). The course will run from August 23<sup>rd</sup> to December 13<sup>th</sup>, 2023. Holidays and religious days of the invited countries and Chile have been taken into account in the academic calendar.

It is important to notice that the modality of instruction is 100% online and synchronous, so active and attendance in each streaming session is mandatory at least for 80% of the activities scheduled in the Class Calendar described above.

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<sup>1</sup> The class schedule will be the following for invited countries:

- Ghana: from 2:00PM to 5.30 PM.
- Algeria and Morocco: from 3:00PM to 6.30 PM.
- Botswana, Egypt, Palestine and South Africa: from 4:00PM to 7.30PM.
- Ethiopia and Kenya: from 5:00PM to 8.30PM.

This is due to the fact that the evaluative methodology of the diploma is eminently applied and collective, so that permanent, organized and responsible teamwork will be key to the approval of the program.

Month	Monday	Wednesday	Friday	Schedule
August		23	25	11:00 -12:30
	28	30		13:00 -14:30
September			1	11:00 -12:30 13:00 -14:30
	4	6	8	
	11	13	15	
		20	22	
	25	27	29	
October	2	4		11:00 -12:30 13:00 -14:30
	16	18	20	
	23	25		
	30			
November			3	11:00 -12:30 13:00 -14:30
	6	8	10	
	13	15	17	
	20	22	24	
	27	29		
December	4	6		11:00 -12:30
	11	13		13:00 -14:30

## VII. METHODOLOGY

The Diploma will be delivered in online modality, where participants will attend virtual sessions in a synchronous way. 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 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 storage platform developed by the Faculty of Physical and Mathematical Sciences of the University of Chile, named "u-cursos" ([www.u-cursos.cl](http://www.u-cursos.cl)). This platform is accessible by internet and has an intuitive 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 an 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 uploaded<sup>2</sup>.
- ✓ 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.

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.

The evaluation methodology is mainly applied and collective, that is, each fellow will belong to a specific team during the whole diploma implementation. This work-team will develop each group assignment defined by each module, so that active and committed participation in online sessions is highly mandatory.

In addition, since the academic program of the diploma is founded in delivering transversal skills for effectively run public organizations, is absolutely necessary that fellows engage in technical conversations with the academic team during online sessions, based in their professional experience in the field. The above, in order to achieve learning outcomes of the program, and use the implementation of the program as a technical space for identifying common challenges among fellows' institutions, and also, as an opportunity to share best practices among students.

#### **APPROVAL REQUIREMENTS**

The approval requirements are:

- Minimum attendance at 80% of the online sessions scheduled in the Class Calendar.
- A grade above 4.0 (Chilean grading scale) in each module, and a final global grade of the programa considering the following weighing:

<b>Module</b>	<b>Percentage</b>
Introduction to Public Management	15%
Leadership and Negotiation	20%
Innovation and Information Technologies	10%
Business Process Management	10%
Strategic Management	20%
Workshop on Organization Analysis	25%

<sup>2</sup> It is important to mention that recorded classes will be available exclusively for academic purposes, and for enrolled-students only.

## ACADEMIC TEAM

### **Pablo González – Academic Director**

Bachelor in Business Management, minor in economics, from Pontificia Universidad Católica de Chile. PhD. in Economics, University of Cambridge. Academic Director of the Centre for Public Systems of the Department of Industrial Engineering of the University of Chile.

### **Javier Fuenzalida**

Ph.D. in Public Administration & Policy, Rutgers University, United States. Master in Management and Public Policies and Industrial Civil Engineer, University of Chile. Adjunct instructor professor of the Department of Industrial Engineering of the University of Chile and former Deputy Academic Director of the Diploma in Public Management (DPM) of the same University.

Member of the Board of the Chilean Society of Public Policies. In addition, he has been a consultant to the Inter-American Development Bank (IDB) and UNICEF. His main research topics focus on public policy and management, the civil service and performance management.

Currently, he is undertaking his post-doctoral studies at Oxford University, United Kingdom.

### **Macarena San Martín**

Electrical Civil Engineering and Master in Engineering Sciences, mention in Biomedical Engineering, with more than 20 years of experience in public service. In her career, she has held positions at a wide spectrum of responsibility levels, from project professional to division head. In these roles she has been responsible for directing, administering and managing projects of a diverse nature, from the implementation of purely technological projects to the people management area.

Currently, Macarena is part of the permanent academic body of the diploma in its national and international versions.

### **Sebastian Conde**

Bachelor of Arts magna cum laude, Princeton University. Economist with Master in Public Affairs from Princeton University, Woodrow Wilson School of Public & International Affairs, Princeton, New Jersey, United States.

Professor Conde had an international career at Exxon Mobil Corporation, where he held the positions of Finance Manager, Corporate Training Manager, Human Resources Manager, Corporate Project Manager, General Manager and Director in his companies in Santiago, New York, Houston, Paris, Singapore, Bangkok and Buenos Aires. Back in Chile, he was Corporate Manager of Human Resources at CENCOSUD and Vice President of Human Resources at CODELCO. He has been Secretary of the Board of Antofagasta plc, Chairman of the Board of PROCOBRE, the Chilean Association of Liquefied Gas and the ISAPRES and Hospitals of CODELCO.

Currently, he is the director of the Organizational Engineering Centre of the School of Industrial Engineering of the University of Chile.

### **Alejandro Barros**

Bachelor of Engineering Sciences, Computing mention, from the University of Chile. Master of Science, Computing mention, from the same university. Professor of the Diploma in Public Management at the Centre for Public Systems (CSP, in Spanish).

Advisor to the National Directorate of ChileCompra (2004-2007). Former President of the National Council of Domain Names and IP Addresses (CANN) (2009-2012). Member of the Project Management Institute (PMI). Member of the Civil Society Council of the Ministry General Secretariat of the Presidency.



**Iván Braga**

Electrical Civil Engineer from the University of Chile. Master in Industrial Engineering from the same university. Professor at the School of Industrial Engineering at the University of Chile. CEO and consultant in different Latin American companies and public organizations.

**Jerko Juretic**

Industrial Civil Engineer from the University of Chile. Master in Management and Business Administration (MBA) from the University of Chile. Executive Certificate in Strategy and Innovation from the Metropolitan Institute of Technology (MIT). Certificate of English for Academic Purposes at Harvard University. Certificate in Strategic Intuition from Columbia Business School. Mentor Training and Certification Program from Universidad Adolfo Ibáñez (Chile).

Professor of the Diploma in Public Management and Academic Director of the Diploma in Strategic Management Control, both from the Centre for Public Systems of the University of Chile.

**VIII. LANGUAGE OF INSTRUCCION**

The program will be delivered in English, so fellows must demonstrate proficiency in both spoken and written English.

**IX. FINANCIAL SUPPORT**

The AGCID scholarship will cover:

- Full-tuition and registration fee for undertaking the Diploma in Public Management 2023.
- Full access to digital teaching material and interaction tools provided by University of Chile.
- Digital certificate of approval and participation for each participant, as appropriate.

**X. APPLICATION REQUIREMENTS**

The program is exclusively aimed at applicants who meet completely the following requirements

1. Copy of a bachelor degree of at least 8 semesters of duration.
2. At least 2 years of professional experience in the public sector, NGO and/or public international organizations dedicated to public affairs.
3. Legible Photocopy of the passport, or national identification document.
4. Certification of English proficiency (the Embassy of Chile will certify the applicant's level).
5. Copy of the Curriculum Vitae.
6. Application form defined by AGCID (Annex I)
7. Letter of recommendation and sponsorship from the institution where the applicant works. This letter will be signed by the corresponding head office, formalizing the support towards the applicant to dedicate himself exclusively to the program, in order to reach the minimum of 80% attendance. The above, it is important since the program takes place during working hours, so the participants will need to give exclusive dedication to class participation (Annex II).
8. Letter of commitment from the applicant to comply the Diploma's requirements.

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

#### **XI. INVITED COUNTRIES**

The present call for applications is directed to public servants and/or professional officers involved in public affairs from the African region, specifically from Algeria, Botswana, Egypt, Ethiopia, Ghana, Kenya, Morocco, Palestine and South Africa.

#### **XII. TOTAL NUMBERS OF PARTICIPANTS**

The program's methodology requires a minimum of 15 students and a maximum of 35 students for each version.

The coordination of the program reserves the right to suspend or reschedule the implementation of the diploma if the minimum number of students required (who meet the academic requirements for enrolment) is not available or for reasons of force majeure.

#### **XIII. APPLICATION PROCESS**

Those interested in participating in the diploma must submit their application form with the registration of all the information requested to the Focal Point corresponding to their country (Annex IV), who through the AGCID scholarship management platform, will send the pre-selection files made by them. The documents that must be submitted are the following:

1. Application form, with the record of all the requested information duly filled out and signed by both the applicant and their supervisor or Head of Department (Annex I).
2. Copy of the Bachelor degree.
3. Copy of the Curriculum Vitae.
4. Letter of Sponsorship (Annex II)
5. Letter of commitment from the Applicant (Annex III).
6. Labour certificate (it must demonstrate at least 2 years of relevant professional experience in the field).
7. Legible copy of the passport or national identification document

This call for the Diploma will have the following stages and referential dates of application:

<b>Phase</b>	<b>Referential dates</b>
Opening of the Call	July 21 <sup>st</sup> , 2023
Closing of the call for applicants	July 28 <sup>th</sup> , 2023
Preselection of candidates and registration of applications to the Scholarship Platform (for Chilean Focal Point)	July 31 <sup>st</sup> , 2023
Selection Committee AGCID-UCHILE	From August 1 to 9, 2023
Publication and notification of selected fellows	August 12 <sup>th</sup> , 2023
Diploma Start Date	August 23 <sup>rd</sup> , 2023
Diploma End Date	December 13 <sup>th</sup> , 2023

In order to spread the call widely among invited countries, the CSP will organize online activities to explain the academic curriculum, application, and approval requirements, as well as previous versions experiences of DPM. This activity will be named as Open House DPM, and it will be properly designed for prospective applicants and Chilean Focal Points.

**IMPORTANT CONSIDERATIONS:**

- No incomplete, illegible or late application will be considered as valid.
- Only applications officially submitted by the Chilean Focal Point will be evaluated. Any application submitted directly by the candidate will not be considered.
- It is the responsibility of the applicants to carefully read the call with all its requirements, application procedures and all attached documents; as well as present their candidacy complying with the professional requirements specified in each offer.
- Data expressed in the application form and its respective annexes have the nature of an affidavit, therefore, in the case of having falsified, adulterated, hidden or presented inaccurate information in order to obtain the scholarship, the applicant will assume the respective administrative, civil and criminal sanctions, according to the regulations of their home country. Likewise, the applicant will be disqualified from applying for future calls indefinitely. This must be informed by the Committee formed for the implementation of the scholarship.

**XIV. SELECTION**

The selection will be made by a technical committee, composed by AGCID official and University of Chile members. The selection committee will applied the following criteria: admissibility, priority assigned by the Focal Point, degree to which professional functions of the candidate meets with overall objective of the program, professional experience in the area of the diploma, curricular consistency and possibility of impact, among others items deemed relevant.

The University of Chile will inform those selected fellows of the result on August 12<sup>th</sup>, 2023, and will subsequently contact each selected person by email, according to the contact information provided in the application form.

In addition, the result of the selection will be published on the AGCID website ([www.agci.cl](http://www.agci.cl)) for public consultation.

Finally, 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.

**XV. OBLIGATION OF THE PARTICIPANTS**

Since this diploma is carried out in collaboration between the Chilean Agency for International Cooperation for Development, a public institution, and University of Chile, the highest ranked public university of Chile, each participant must meet the following obligations.

- Exclusively committing their schedules to at least 80% of attendance at the online sessions scheduled in the Class Calendar.
- Hand in assignments, homework, and other program activities on the stipulated date.

- Maintain an honest and respectful attitude during the development of the evaluations and group workshop.
- Maintain a good relationship and a responsible and respectful attitude with authorities, teachers, collaborators, colleagues, and all personnel related to the execution of the program.
- Strictly respect the code of academic integrity and honesty while developing assignments and evaluations.

## **CONTACT**

### **Centre for Public Systems – University of Chile**

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