

EXECUTIVE DEVELOPMENT PROGRAMME

**Making States Work Better –  
Enhancing Leadership and Governance for Development**  
(Cabinet Secretaries, Secretaries to Government and Heads of Service)

In their advisory, leadership and policy coordinating functions, Cabinet Secretaries, Secretaries to Governments and Heads of Civil Service fulfil essential roles in strategic planning, state development and securing sustainable governance. While the implications of these roles have been partly addressed from the perspective of developed democracies, the situation of developing governments and, more so, in federal and other multi-level governance environments has remained largely ignored. This, no doubt, compounds the challenges that these strategic officials have to deal with in an already stressful environment. This special study programme is designed to address this pressing and critical gap.

The overarching aim of the programme is to enhance the core capabilities of critical officials in making state and sub-national governments work and deliver better. What differentiates effective states from those that are fragile and failing, and how do states build well-functioning institutions? What are the qualities and competencies that enable high-level officials to fulfil their roles effectively? How can state and sub-national governments create prosperity and better lives for their respective citizens? What are the relevant lessons of international experience? Bringing together officials from different national and sub-national jurisdictions, the programme will facilitate experience and knowledge sharing while identifying practical steps for improvement. It will also provide opportunity for one-on-one interaction with serving and retired counterparts in the United Kingdom.

**Date:** Available on Request  
**Venue:** London, United Kingdom  
**Fees:** GBP 1,875.00 (*Including lunch for participants*)

*For more information and to participate please contact:*

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