

RONALD FRANCIS CLARKE : Career Outline

Educational Qualifications

- 1957 BA (Hons) (Cambridge)
- 1958 PGCE (London: Institute of Education)
- 1962 MA (Cambridge)
- 1970 MEd by thesis (East Africa)
- 1981 PhD (Manchester)

Career

- 1952-54 Royal Air Force, Commissioned Interpreter
- 1958-61 Secondary School Teacher/Education Officer, Colonial Service, Uganda
- 1961-65 Regional Tutor (and subsequently) Staff Tutor, Makerere University (College), Uganda (University of East Africa) Department of Extra-Mural (Extension) Studies
- 1965-68 Principal, Centre for Adult Studies and Director of Extra-Mural Studies, Makerere University College; 1966-68 Chairman of Adult Education Association of East and Central Africa
- 1968-70 Associate Professor and Deputy Director, Centre for Continuing Education, Makerere University College; also Director of University of East Africa Mature-Age Entry Scheme
- 1971-74 Professor and Director of Extension Studies, University of Malawi
- 1974-98 University of Manchester, Department of (Overseas) Administrative Studies and (from 1986) Institute for Development Policy and Management: Programme Director (university administration; training and development; senior management); at various times Acting Director of Department/Institute and Chairman of Department Board; Deputy Director of Institute 1993-98

On retirement in 1998 appointed Honorary Senior Fellow of the Institute.

Other roles: Hon Secretary, Development Studies Association of Britain and Ireland 1990-93; Convenor of (national) Development Management Study Group 1993-98

Professional consultancies undertaken on behalf of the Institute and personally in some twenty countries worldwide and for UN and other international agencies.

Dr Ron Clarke Career

Narrative Resume of

My working career divides roughly into two parts: the first sixteen years spent largely in Africa (Uganda and Malawi); and the subsequent twenty-four years working in and from (the University of) Manchester in the UK.

Uganda Government (Department of Education): 1958-61

On first appointment as *Education Officer* in the (then) Protectorate of Uganda (in 1958) I was in charge of English teaching and responsible for introducing drama production at Teso College, a relatively new Government secondary school in the Eastern Region. In addition to school duties I worked with a local community group to write and produce plays on local themes, and also began conducting extra-mural classes for Makerere University (College) in the surrounding district as a part-time tutor.

University of East Africa : Makerere University College, Uganda: 1961-70

In 1961 I joined the staff of *Makerere University College (University of East Africa)* as *Resident Tutor* in the *Department of Extra-Mural Studies* to initiate work in the Northern Region of Uganda, and in 1962, shortly before Uganda became independent, moved to take over the Eastern Region following the departure of the then Resident Tutor. Here I concentrated on building up a network of local study groups to focus on key aspects of national development for a newly independent nation, working closely with political leaders and government officers in education, community development, agriculture, health, etc.

In 1965 I moved to the main University campus in Kampala as *Staff Tutor in Communication* at the new *Adult Studies Centre*, which was then under the aegis of the Department of Extra-Mural Studies, and had been primarily set up to run a one-year residential course in social and economic studies designed for Ugandans whose formal education qualifications were inadequate for the responsible positions in government and other public organisations which they were holding. During this year, besides teaching on this course, I initiated and presented a series of educational radio and television broadcasts on Radio Uganda and the new Uganda Television channel, a series of discussion papers on issues of national development, and the first in a series of research papers on aspects of adult and community education.

Following the resignation of the Director of the Extra-Mural Department at the end of 1965, and the retirement of the Principal of the Adult Studies Centre shortly after that, I was appointed substantively as *Principal* (and *Senior Lecturer*), and also *Acting Director of Extra-Mural Studies*, a position I held until 1968 when the University decided to combine the Extra-Mural Department and Adult Studies Centre with the recently-established Correspondence Studies Unit in a new body, the *Centre for Continuing Education*. For this period I was responsible for managing 36 academic, administrative and support staff, and overseeing six extra-mural regional offices in addition to the on-campus central administration and Adult Studies Centre. Also during this period I initiated a national correspondence study programme based on a special supplement in a weekly newspaper, supported by radio and television broadcasts, which provided the basis for a new Certificate of Adult Studies which was intended as an alternative to the School Certificate (O levels) appropriate for adults working in development ministries and other organisations, and focusing on economic and social studies. In addition I wrote a weekly column in the newspaper and hosted a weekly discussion programme with leading academic and national figures on Uganda TV until the political situation forced a withdrawal into less controversial activities.

In 1967 I became Chairman of the recently-formed African Adult Education Association and organised a pan-African conference on the topic of 'Continuing Literacy'.

After the structural re-organisation in 1968 I was appointed *Deputy Director* and *Director of Studies* (at Associate Professor level) under a Ugandan Director of the new umbrella *Centre for Continuing Education*. During my last two years in Uganda I concentrated on building up the work of the Adult Studies Centre, on curriculum development, and on selection procedures for the Mature Age Entry Scheme of the University of East Africa. This scheme provided opportunities for adults without normal (i.e. Higher School Certificate or A-level) entry qualifications to be accepted for degree courses in the three national colleges of the (then) University of East Africa, following a set of academic aptitude tests and an essay examination, plus interview. Before leaving Uganda in 1970 I completed my MEd thesis (through the University of East Africa) based on an analysis of the validity of the academic aptitude tests devised for this entry scheme.

I left Makerere with my growing family in 1970, largely because of the rapidly deteriorating political situation and lack of security, and in order to spend time with elderly parents.

University of Malawi: 1971-74

In 1971 I was appointed to the University of Malawi as *Professor* and *Director* of the *Centre for Extension Studies*, a post linked to a supernumerary lectureship at the *University of Manchester*. This was a much smaller and more recently established operation than in Uganda, and had until then concentrated on largely conventional extra-mural evening classes in the main urban centres. Building on my experience in Uganda, and following discussions with key stakeholders in Malawi, we switched the emphasis to rural development and began to set up a network of study groups composed largely of primary teachers and rural development field workers (in agriculture, health and community development), with a correspondence programme leading to a Certificate of Adult Studies similar to that in Uganda, but in association with the Malawi Correspondence College, and using the (then) new technology of audio cassettes instead of radio for support with study groups.

Other innovative work which I helped to initiate during this period included an annual experience-sharing workshop for heads of professional training centres (including teacher training colleges); a community education and training project in a deprived lakeshore area; and an experiment in using a two-way radio system for training staff on a large integrated rural development project.

We also introduced during my last year in Malawi a Post-Graduate Certificate in Development Studies for government officers by means of monthly weekend seminars and tutorial correspondence; however this was subsequently discontinued partly because of lack of support from some quarters of the University, and also because I decided to return to the UK a year earlier than planned for family reasons.

University of Manchester: 1974-98

After a few months as a supernumerary lecturer in the Department of Adult Education I was asked to join the (then) *Department of (Overseas) Administrative Studies (DAS)* to direct a new programme designed for middle- and senior-level university administrators in developing countries, which became known as the **Higher Education Administrators Programme (HEAP)**. This consisted primarily of a series of 12-week study programmes in Manchester, but included running workshops overseas. This programme was my main concern for the next 11 years, during which time I veered the focus away from administration towards management and managerial skills.

During these years I was able to maintain to some extent my interests in adult education and rural development through some consultancy work and contributions to other courses, and membership of the Development Studies Association. I also completed my PhD which focused on analyses of the conditions for learning by adults in an African context, and was based largely on my experience of running distance learning programmes in Malawi and Uganda. In 1981 I became editor of (and substantial contributor to) a new series called "Manchester Training Handbooks" which presented supplementary material designed primarily for students on post-experience courses in aspects of management and development.

Also during this period I acted as *Chairman of the Department Board* for four years (1982-86) and was *Acting Head of Department* during an eight-month interregnum in 1983.

From 1983 until 1987 I spent up to six weeks every year on a British Council-sponsored project at the Institute for Public Administration and Management of the University of Sierra Leone, partly to undertake institutional development work, and also to conduct annual four-week workshops in management for principals/headteachers of secondary schools, where I began to develop an approach to management appropriate for professionals coming into management which I was able to develop further in work with the UN and in running the Senior Management Programme at Manchester (see below).

In 1986 I was appointed *Senior Lecturer* in the newly-formed *Institute for Development Policy and Management* (IDPM – into which DAS had by then evolved), and took over the **Advanced Diploma in Training and Development**, which I ran until 1990, together with substantial teaching in the areas of adult learning, processes of systematic training, and training methodology on both the Diploma and the new MSc in HRD. During this period I also worked part-time for the UN Development Administration Department on a project which involved preparing management study materials for scientific, technical and professional officers with managerial responsibilities; my remit was "managing organisational resources", following the 'total resource' approach to management which I had begun to develop in Sierra Leone.

From 1991 I took over the international **Senior Management Programme** at IDPM, and continued with this until 1998. The programme was originally designed for professional and technical officers, and I was therefore able to follow the resource-based approach which I had developed earlier (see separate paper for further details and components).

I acted as Director of the Institute on frequent occasions from 1989 and was appointed substantive *Deputy Director* of IDPM in 1993. In the following year I also took on the role of *Coordinator* of the *Human Resources in Development Group*, the largest academic/professional grouping in the Institute, and retained these positions until retirement.

Most of my consultancy work during the 1990s involved management development and training workshops overseas, but in 1990 I was team leader for a major UNDP assignment in Uganda to investigate needs and make recommendations on the formation of a Uganda Institute of Management, and in 1996/97 I led a mission evaluating the global training programme of the UN Population Fund. Apart from those noted above I undertook consultancies during the 1980s and 1990s in Botswana, Brunei, Egypt, India, Kenya, Lesotho, Malawi, Malaysia, Mexico, Nepal, Pakistan, Philippines, Sri Lanka, Tanzania and Swaziland.

In 1990 I was elected *Hon Secretary* of the *Development Studies Association of Britain and Ireland* for a three-year period, during which I introduced and edited *DSA Forum*, a thrice-yearly news-and-comment journal. This role also enabled me to renew my wider interests in development, and I was able to bring these together with my interests in management in setting up the *DSA Development Management Study Group* in 1994, a

network associating representatives of government and other aid agencies, consultants, academics, graduate students and development practitioners.

Post-retirement activities: 1998-

On retirement in 1998 I was appointed *Honorary Senior Fellow* of the Institute. From 1998 to 2000 I was involved, on behalf of IDPM, in two EU-funded projects: one an institution-building project with the Swaziland Institute of Management and Public Administration (SIMPA), and the other a review of the Mauritius Institute of Public Administration and Management. In the first case this involved six bi-annual visits to Swaziland to coordinate the institutional link with Manchester, and in the second case, two three-month visits to work directly with Institute staff.

Since retirement I have also acted as lead editor of a Handbook of Development Policy and Management, published by Edward Elgar, with 40 contributions worldwide. I have also helped to edit modules for the Institute's new distance-learning programme for the MSc in Human Resource Development and Management.

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(Up-date 1.07 : More recently I have moved from Manchester to the South-West Midlands area, where I have become Chairman of the Trustees of BEACONS, an educational charity designed to spread awareness of global interdependence and promote appropriate action towards sustainable international development.