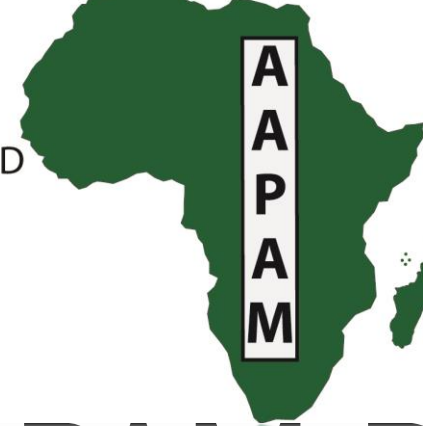
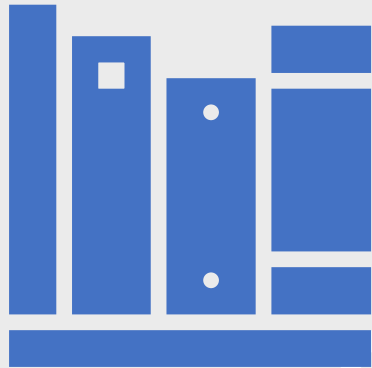


AFRICAN ASSOCIATION FOR
PUBLIC ADMINISTRATION AND
MANAGEMENT (AAPAM)



ASSOCIATION AFRICAINE POUR
L'ADMINISTRATION PUBLIQUE
ET LE MANAGEMENT (AAAPM)

AAPAM Draft COMPETENCY TOOLKIT



AAPAM Mandate and Strategic Plan

Best Practice, Excellence and
Professionalism in Public
Administration

Introduction

Guiding Principles

Inform

- Inform Policy Making

Professionalize

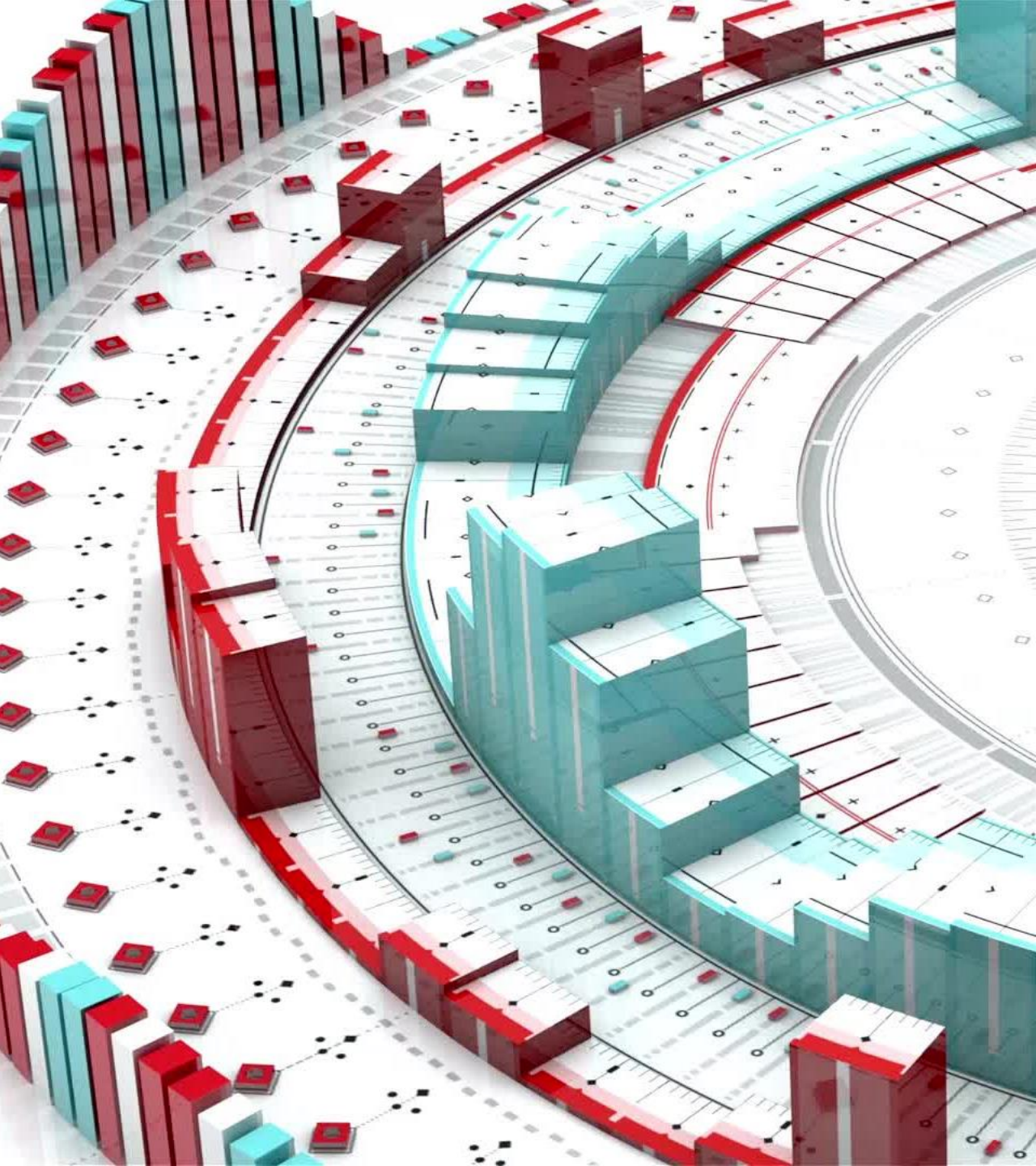
- Professionalize Public Service Delivery

Build

- Build Capacity of Public Administrators

Entrench

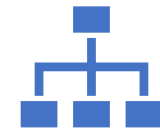
- Entrench AAPAM as preferred Professional Organization for Public Administration



AAPAM programmes are anchored on the Mandate and Strategic plan



Pillar 1: Capacity Development



Pillar 2: Research/
Knowledge Management



Pillar 3: Partnership and Collaboration



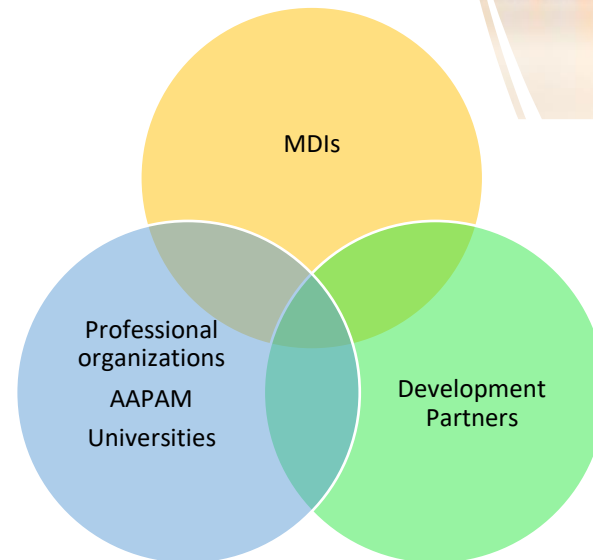
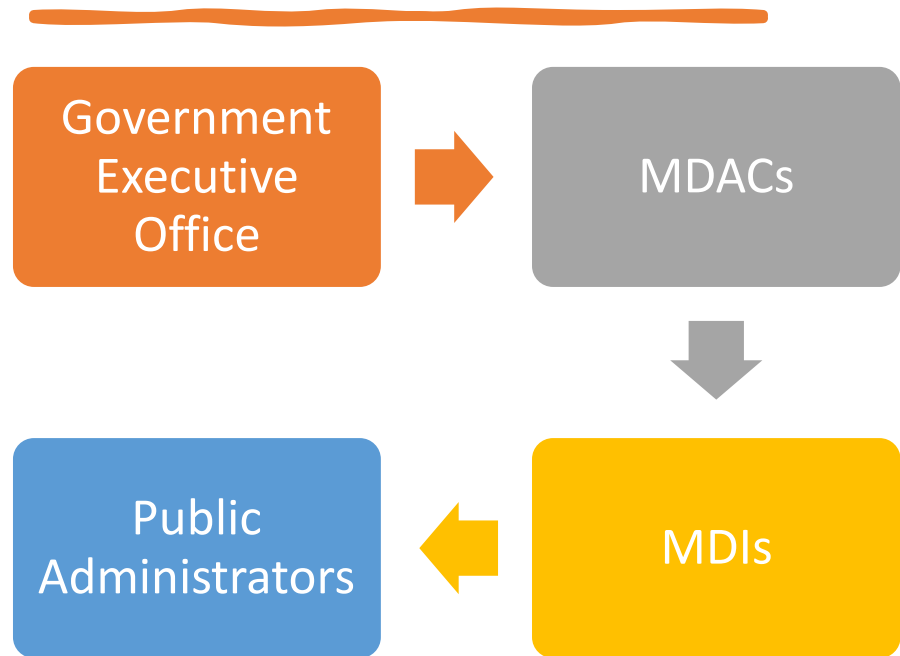
Pillar 4: Innovation

Competence Leadership Training (COLT) Toolkit

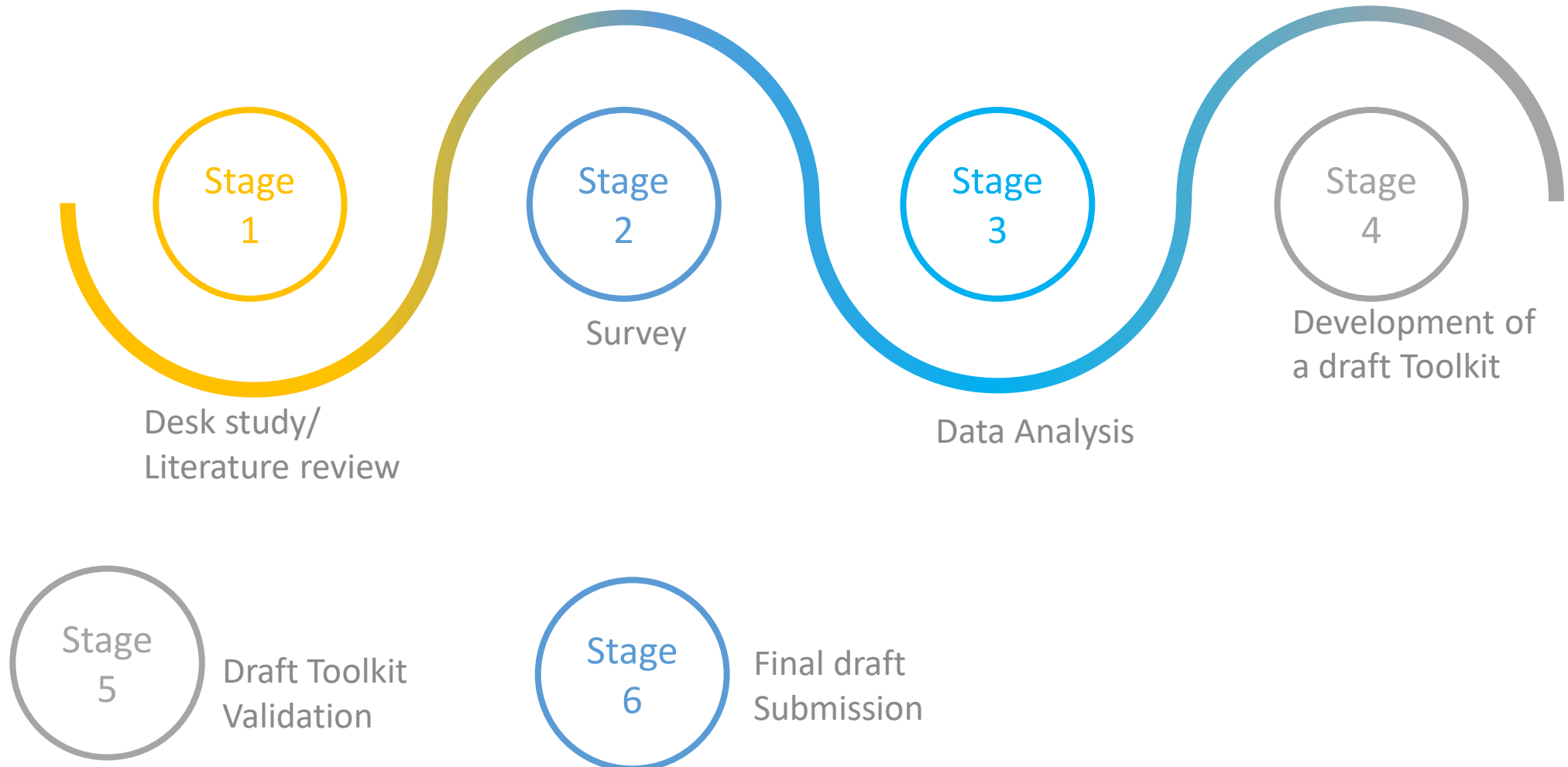
Objectives

- Proposes a guide on the implementation and evaluation of leadership competencies in public administration
- In alignment with Agenda 2063 and the SDGs the toolkit further aims to strengthen the leadership capacity of public administrators for efficient and effective service delivery which directly impacts sustainable development
- Seeks to inform policy making in relation to capacity development/skills development at the national and local level
- The long-term objective of the toolkit is to transform and strengthen institutions to achieve their mandate of service delivery to realize the vision of Agenda 2063 and the SDGs.
- The COLT toolkit will serve as a guide for monitoring, reporting, peer learning and exchange of best practices

Who can use the Toolkit



COLT Toolkit Development Methodology



Competency Defined

- Knowledge
- Skills
- Attitudes
- Behaviors

SDG 16 & 17 Strong Institutions and Capacity Building

- Strong Institutions
- Capacity building to support national plans for implementation of the SDGs

Aspiration 3.

- An Africa of Good Governance
- Competent, professional, rules and merit based public institutions

National Development Agenda

- Vision 2030- Kenya
- Vision 2030 South Africa
- Vision 2025- Tanzania
- Vision 2063 Ghana
- Vision 2030- Egypt

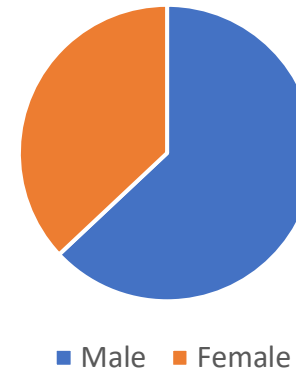
As a strategic component of competence, leadership training in this toolkit is geared towards transforming and strengthening public institutions in Africa for the alignment and attainment of Agenda 2063 and SDGs. This toolkit will advocate for transformational leadership development and training.

AAPAM Survey on Competency CEPA Principle

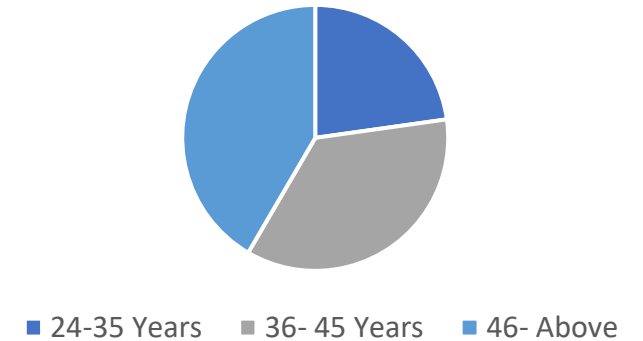
Annex 1. Preliminary Outcomes

- Variables were classified into six broad categories for analysis this include;
 - General background
 - Budget allocation
 - Design of capacity development programmes
 - Core competencies, leadership (self-awareness)
 - Productivity and performance

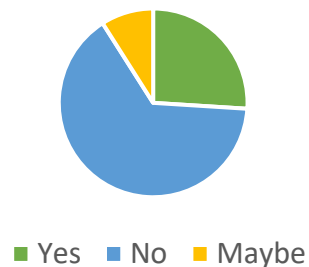
Gender



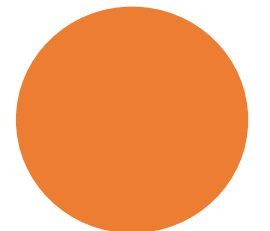
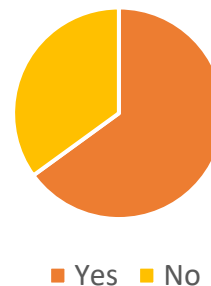
Age



Budget Awareness



Membership to Professional Body



Draft Competency Toolkit

Government Level	Indicator	Aspect Addressed
<p>Executive</p> <p>National and Local government</p>	<ul style="list-style-type: none"> • Is COLT enshrined in the Constitution • Is COLT aligned to national development vision • Is the country a member of APRM <ul style="list-style-type: none"> - Submitter VNR, VLR • Has the country signed the ACVPPSA? • Has the country ratified and domesticated the ACVPPSA? <ul style="list-style-type: none"> - Currently piloting SPAT programme? • Are there written policies, strategies and programmes that support COLT (National training policy) • Is there legislation to support COLT • Are institutions and systems in place to support COLT? • Is there political will to support COLT <ul style="list-style-type: none"> -In political manifesto -Formal agreements/ presidential decree -Informal systems • Are there measures to sustain COLT 	<p>-Political commitment at national/local to continental and international transformational development agenda</p> <p>- Top-down agenda setting with strategies for implementation</p> <p>- Awareness/ domestication of CEPA principles</p> <p>- Established implementation institutions and systems in place</p>

Government Level	Indicators	Aspect Addressed
<p>MDACs</p> <p>(HRM)</p>	<ul style="list-style-type: none"> • Is there sufficient budget allocated to COLT? -Is COLT among top 5 priority areas in terms of budget allocation? • Is COLT part of Key Performance Indicators (KIPS)? • Does performance M&E and reporting inform COLT needs? • Is COLT aligned to performance contracting? • Does COLT impact performance management? • Does COLT result in career progression? 	<ul style="list-style-type: none"> -Policy implementation and coordination (Comprehensive human resource policy framework) - Inter-governmental collaboration - Integrated HRM - Budget transparency - Correlation between COLT and performance/productivity/synergy -Training impact assessment

Government Level	Indicators	Aspect Addressed
<p>MDIs</p> <p>(Design, delivery of COLT)</p>	<ul style="list-style-type: none"> • Provides COLT geared programmes PA • Trains a considerable number of public administrators • Delivers accredited programmes • Awards CPD points • Encourages development of research and new knowledge/ best practice • Promotes linkages between industry, research and training institutions • Keeps an updated database of programmes and participants- skills inventory • Offers options for training programmes • Publishes reports/books/journals • Database of Trainers • Availability of learning materials, digital library • Leverage ICT for learning, evaluation and continuity • Has partnerships and collaborations to support COLT programmes? 	<ul style="list-style-type: none"> -Contributes to SDGs and Agenda 2063 -Multi-stakeholder participation and collaboration -Resource mobilization and management - Challenges in of implementation <ul style="list-style-type: none"> - Standardization in curriculum development - Gender parity - Budget - Accreditation of COLT programmes (quality) - Opportunities <ul style="list-style-type: none"> -Leveraging ICT, LMS - Innovative approaches such as Trainer of Trainers (TOT), Emeritus programmes - Partnerships and collaboration - Relevance - Reporting - Research and evidence-based programmes

Government Level	Indicator	Aspect Addressed
<p>Public Administrators</p> <p>(Personal attributes, self-awareness and expectations)</p>	<ul style="list-style-type: none"> • Are you a member of a professional body? • How many training programmes have you participated in? • Has COLT increased competency in 4 core areas ethics, ethos, equity and efficiency? • Are there adequate COLT programmes in your country? • Are COLT programmes accessible? • Are COLT programmes necessary for career progression • What competencies are in high demand for effective administration? • Are there mentorship programmes targeting senior and junior administrators? • Is the environment conducive for new ideas and thought processes for efficiency and effectiveness? 	<ul style="list-style-type: none"> - A working framework for an annual number of COLT for public servants - Retention/turnover of skilled HRM - Coherence between COLT, Productivity/ performance and development -Clarity on performance evaluation - Challenges in implementation -Budget awareness - Accessibility - Inclusivity - Level of interest and commitment to COLT -Inter-generational skills transfer -Innovation and organizational culture -Institutionalization of mentorship programmes - Overall job satisfaction



Toolkit Presentation End

Thank You