Africa Regional Forum on Governance Innovation Advancing Agile, Inclusive and People-Centered Services for All

Voices of African Civil Servants on Training and Leadership Needs for Agile Service Delivery

Presented By:

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What is the APRM?

- The APRM was launched on 09 March 2003 by the NEPAD Heads of State and Government Implementation Committee (HSGIC) in Abuja, Nigeria (NEPAD/HSGIC/03-2003/APRM/MOU (09 March 2003), as a self-monitoring instrument voluntarily acceded to by member states of the African Union.

- The APRM is an African-owned and African-led platform for self-assessment, peer-learning, and experience-sharing with the purpose of promoting democratic governance, high economic growth, sustainable development and accelerated regional and continental economic integration.

- Since 2017, the AU Assembly has expanded the mission of the APRM to include:

   i) Tracking the implementation, monitoring and evaluation of Agenda 2063 and SDGs

   ii) Developing Africa Governance Report every 2 years in collaboration with AGA and APSA

   iii) Supporting Member States in the field of Credit Rating Agencies.

   iv) To position the APRM as an early warning tool for conflict prevention on the continent, in the context of harmony and synergy between the APRM, the African Peace and Security Architecture, and the African Governance Architecture

Key APRM Flagship Programs
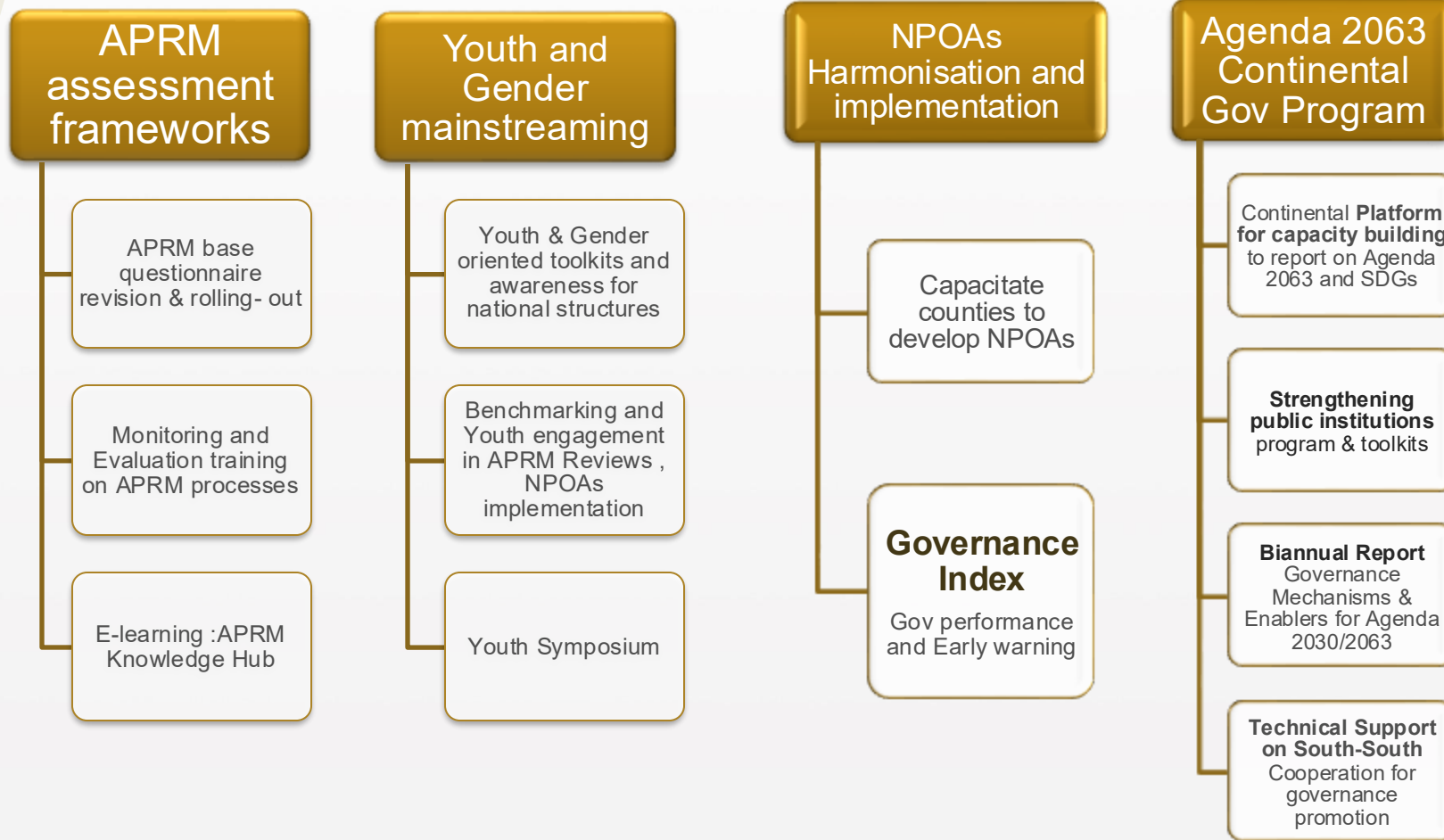
ASPIRATION 3: An Africa of good governance, democracy, respect for human rights, justice and the rule of law
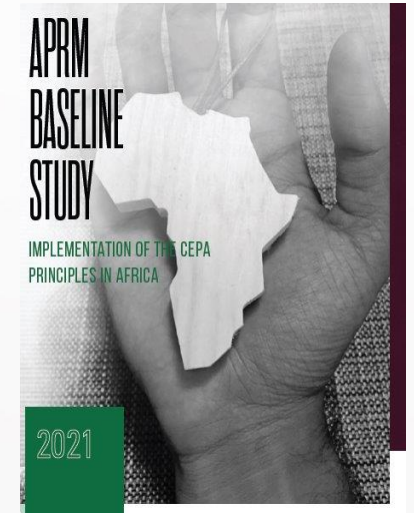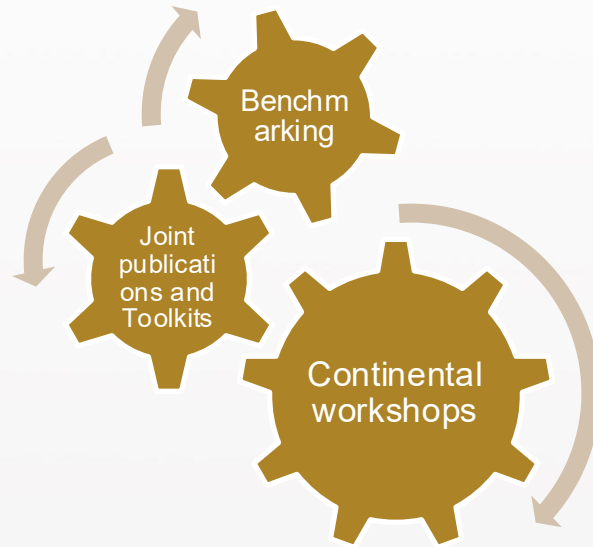
ASPIRATION 4
A peaceful and secure Africa.

ASPIRATION 6
An Africa whose development is people-driven, relying on the potential of African people, especially its women and youth, and caring for children.

ASPIRATION 7
Africa as a strong, united, resilient and influential global player and partner.

APRM assessment frameworks

- APRM base questionnaire revision & rolling- out
- Monitoring and Evaluation training on APRM processes
- E-learning :APRM Knowledge Hub

Youth and Gender mainstreaming

- Youth & Gender oriented toolkits and awareness for national structures
- Benchmarking and Youth engagement in APRM Reviews , NPOAs implementation
- Youth Symposium

NPOAs Harmonisation and implementation

- Capacitate counties to develop NPOAs
- **Governance Index**
  Gov performance and Early warning

Agenda 2063 Continental Gov Program

- Continental **Platform for capacity building** to report on Agenda 2063 and SDGs
- **Strengthening public institutions** program & toolkits
- **Biannual Report** Governance Mechanisms & Enablers for Agenda 2030/2063
- **Technical Support on South-South** Cooperation for governance promotion

UNDESA-APRM Cooperation

Benchmarking

Joint publications and Toolkits

Continental workshops

ASPIRATION 3: An Africa of good governance, democracy, respect for human rights, justice and the rule of law

COMPOSITE OF PRACTICAL TOOLKITS FOR THE IMPLEMENTATION OF THE PRINCIPLES OF EFFECTIVE GOVERNANCE OF SDGS & AGENDA 2063 IN AFRICA

Guiding Toolkits on Principles of Competence, Sound Policy Making and Leaving No One behind

First Edition

APRM BASELINE STUDY

IMPLEMENTATION OF THE CEPA PRINCIPLES IN AFRICA

2021

Effectiveness	Accountability	Inclusinvess
• Competence • Sound policy making (including policy coherent) • Collaboration	• Integrity • Transparency • Independent oversight	• Leaving no one behind • Non-discrimination • Participation- • Subsidiarity • Integrational equity

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✓ Awareness and Reporting on CEPA Principles for Effective Governance of SDGs

Key Objectives:

1. Enhancing awareness and knowledge of public civil servants and APRM national structures on <u>principles of effective governance for sustainable development</u>

2. Develop assessment framework regarding the implementation CEPA principles of which strategies of effectiveness, accountability, and inclusiveness are encapsulated ; and

3. Present Africa's position as regard the implementation of CEPA principles at continental level.

Outputs

1. Two continental capacity building workshops on CEPA principles and sharing experiences on the implementation of CEPA principles at national level; (Pretoria 2019, Cape Town 2021)

2. APRM Study on the knowledge, implementation and challenges of CEPA principles in Africa- was conducted in 2020 and launched in Nairobi Sept 2021;

3. Present African countries experiences with CEPA principles especially within COVID-19 times. ;

4. Collaboration with UNDESA and other regional partners promoted to organize different webinars on the principles and associated strategies (62).

5. More countries become interested in conducting national assessment of CEPA Principles /or to be monitored within the VNR/VLR processes.
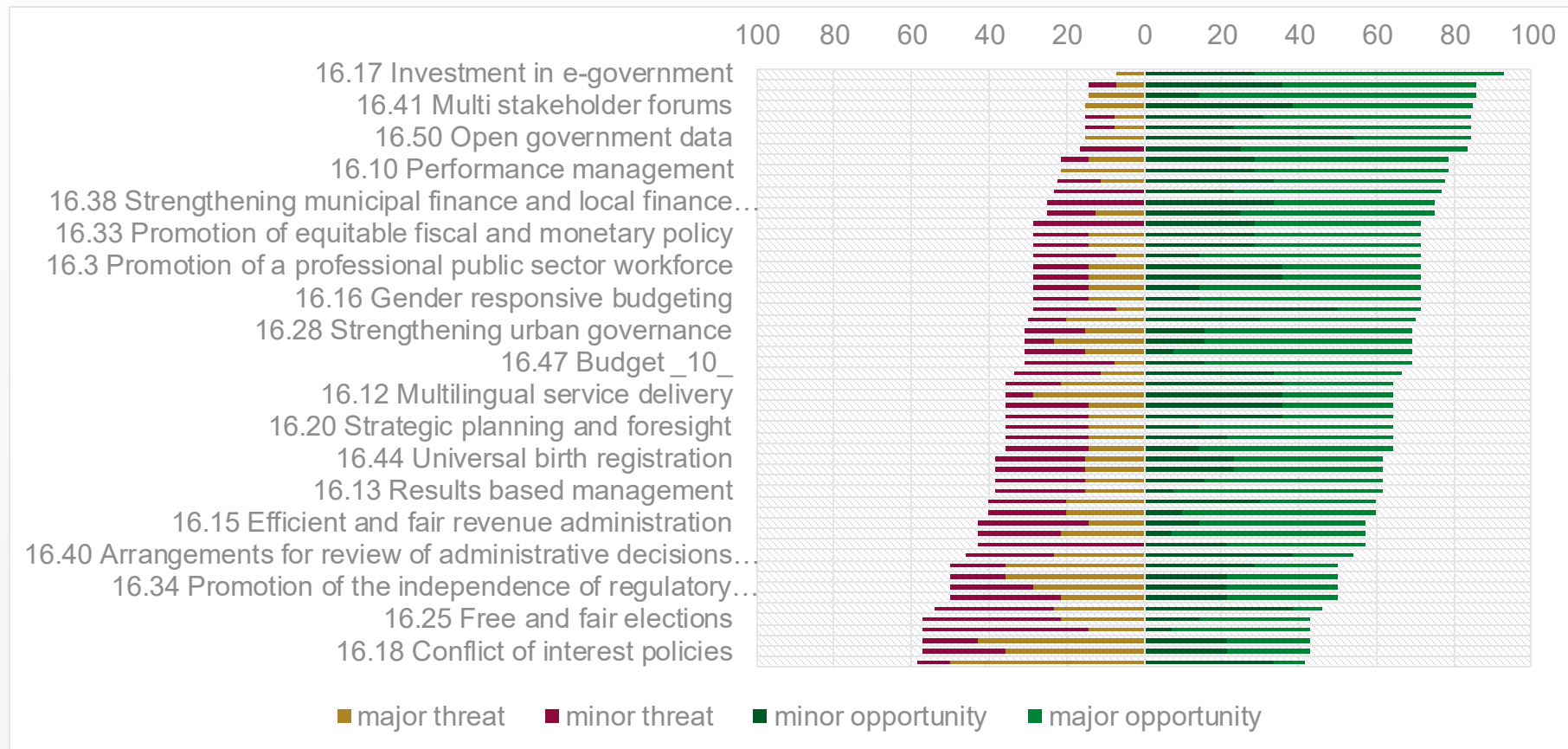
PERCEIVED IMPACT OF COVID 19 ON ALL THE STRATEGIES INDIVIDUALLY: HOW COMPETENCE WITH HIGH POTNETIAL TO IMPROE

Priority area	Corresponding Agenda 2063 Target	Indicator	CorrespondingSDG Indicator
Moonshot 3:	**Promote democratic values, practices, human rights, justice and entrench the rule of law**		
Goal 11: Democratic Values and Practices are the Norm	1. At least 70% of the people believe that they are empowered and are holding their leaders accountable	% of people who believe that there are effective mechanisms and oversight institutions to hold their leaders accountable	**16.7.2**
	2. At least 70% of the people perceive that the press / information is free and freedom of expression pertains	% of people who perceive that there is freedom of the press.	**16.10.1**
Goal 12: Institutions and Leadership	1. At least 70% of the public acknowledge the public service to be professional, efficient, responsive, accountable, impartial and corruption free	Proportion of persons who had at least one contact with a public official and who paid a bribe to a public official or were asked for a bribe by these public officials during the previous twelve months	**16.5.1**
Goal 13: Maintenance and Restoration of Peace and Security (moonshot4)	1. Level of conflict emanating from ethnicity, all forms of exclusion, religious and political differences is at most 50% of 2013 levels.	Conflict related deaths per 100,000 population	**16.1.2**
Goal 17: Full Gender Equality in All Spheres of Life (moonshot 6)	1. Eliminate all barriers to quality education, health and social services for Women and Girls by 2020	Proportion of children whose births are registered in the first year	**16.9.1**

Moonshot 3 (10 targets- 18 lead indicators)

Strategic Objectives	Agenda 2063 Targets
Promote democratic values, practices, human rights, justice and entrench the rule of law	At least 60% of people perceive the judiciary and other oversight of institutions to be independent. Level of operationalisation of ATJ practices including free access to courts Number of unsentenced detainees as a proportion of overall prison population (sdg 16.3) Number of unsentenced detainees as a proportion of victims of violence in the previous 12 months who reported to national authorities
	systems and capacities are in place in at least 45 Member States for oversight institutions to deliver on their mandates.
	Citizens have full access to information from national oversight institutions
	Free and fair elections are conducted regularly in all 55 Member States
	At least 50% of Member States conduct governance assessment reviews and bi-annual progress reporting
	Full operationalisation of regional frameworks on governance -African charter on democracy , governance and elections (ACDEG

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Cont. moonshot 3 and 4 peaceful Africa

Nurture Capable Institutions and Transformative Leadership	**50% public participation increase in government decision-making processes**
	Implementation of **e-governance and digital platforms** for at least 80% of public services in all AU Member States
	At least 60% of citizens perceive that there **is absence of corruption** in public institutions and branches of government. Perception index (CPI) is improved to at least 60% (still under consultations)
	At least 70% of Member States implement **the African Charter on the Values and Principles of Public Administration (Competence principles)**
Preserve Peace, Security and Stability	**Continental and RECs early warning and conflict prevention systems are effective and functional**
	Resolving armed conflict through mediation and negotiation is increased by XX percent
	AU post conflict reconstruction and development policy is effectively implemented

Development of Training and Leadership Toolkit (AAPAM-APRM)

- Competence is one of the principles endorsed by the UN Committee of Experts for Public Administration to deliver on institutional aspects of SDG 16. Competency within the context is defined as a set of knowledge, skills, attitudes, and behaviors that an individual utilizes to maximize productivity (UNCEPA 2018). As part of the eleven CEPA Principles, competency is categorized under effectiveness. Strengthening competence of civil servants can be achievable through:

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- Promotion of a professional public sector workforce
- Strategic human resources management
- Leadership development and training of civil servants
- Performance management
- Results-based management
- Financial management and control
- Efficient and fair revenue administration
- Investment in e-government

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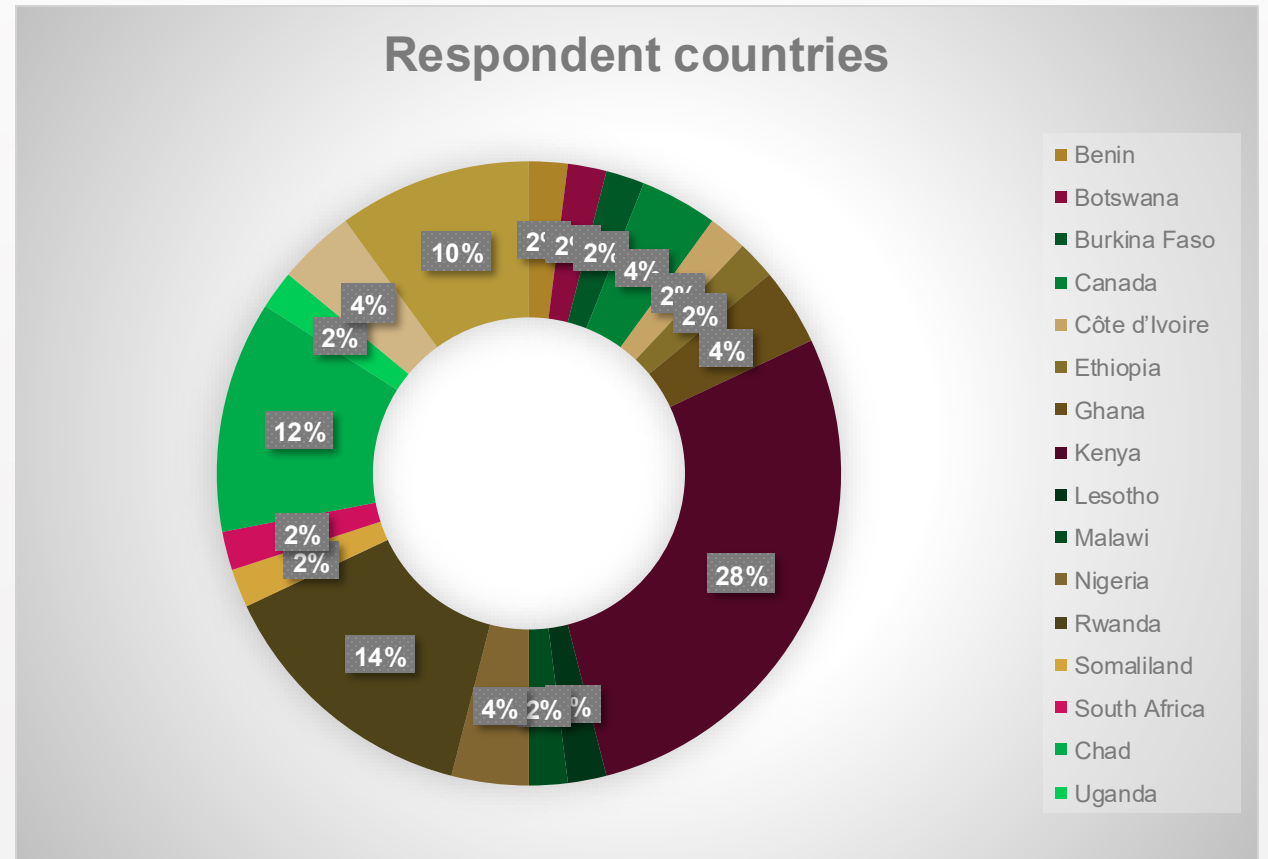An Institution of the African Union

- The AAPAM-APRM proposed Toolkit proposes a practical guideline on **the implementation and evaluation of leadership training and development in public administration**. The toolkit is aligned with Agenda 2063 and the SDGs with the aim of **providing a diagnostic assessment of the leadership capacity of public administrators for efficient and effective service** delivery which directly impacts sustainable development. This toolkit is designed for all levels of government including policy makers, practitioners and researchers.

- The toolkit addressed critical components regarding the training for civil servants including:

1. **Policy/ legal/ Institutional framework**

2. **Financial/budgetary allocation and awareness**

3. **Competencies- knowledge, skills, attitudes and behaviours (**Curriculum standardized at local and national level, Standards and quality assurance.)

4. **Impact of LTD-PAM in 4 core competency areas ethics, ethos, equity and efficiency**

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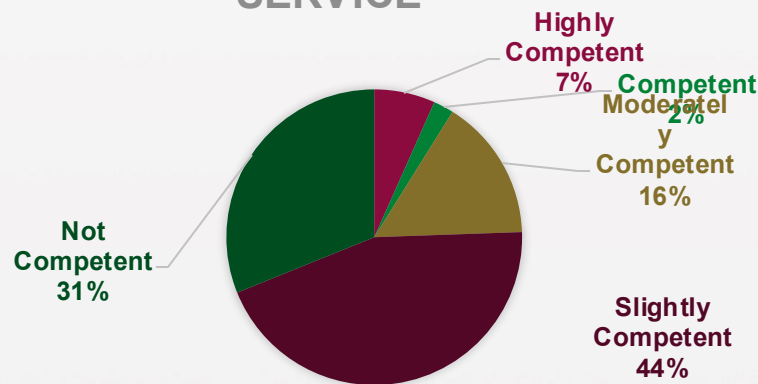aprm.au.int

BACKGROUND ON THE RESPONDENTS/SAMPLE

- Fifty-four (54) respondents from 16 African countries have participated in the initial validation of the toolkit during different conferences hosted by AAPAM and APRM (in 2022, 2023 and 2024).

- Majority of respondents are either at senior or middle-career level of professionalism with roughly 10-20 years of working experience.

Respondent countries

Legend:
- Benin
- Botswana
- Burkina Faso
- Canada
- Côte d'Ivoire
- Ethiopia
- Ghana
- Kenya
- Lesotho
- Malawi
- Nigeria
- Rwanda
- Somaliland
- South Africa
- Chad
- Uganda

I. Institutional, legislative and Policy framework of Competencies

- Emphasis on the role of constitution and legislative actions

- Establishment of School of governments in Kenya, South Africa, Egypt and Rwanda to serve as knowledge diffusion centers across the continent.

- Disparities of application of laws

- Lack of enforcement for the AU Charter on Civil Service

- Availability of training vary from country to another

- Reflection on the available training, fifty (50%) of the selected respondents noted that they benefited from one to three training programs over the year. On the other side, one or two respondents took part in more than 10 training programs.
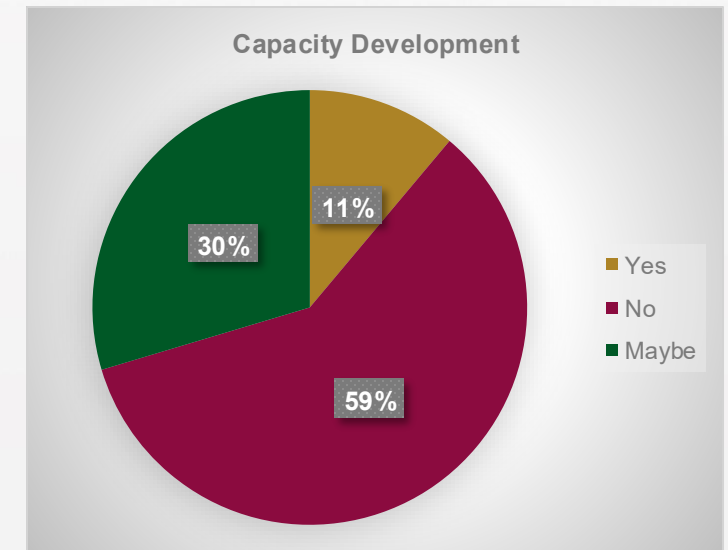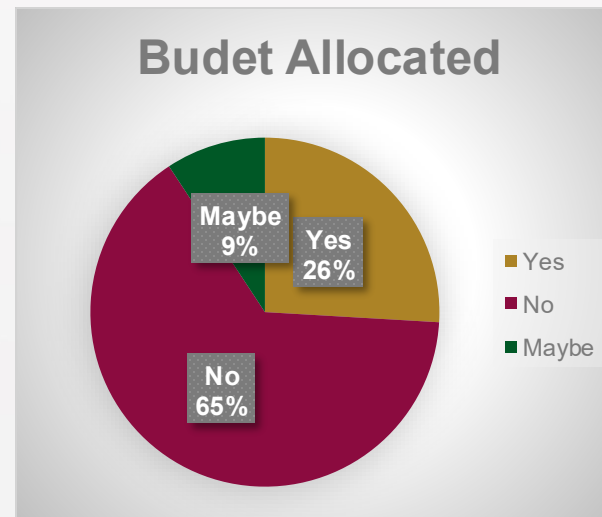
COMPETENCIES OF CIVIL SERVICE

- Highly Competent 7%
- Competent 2%
- Moderately Competent 16%
- Slightly Competent 44%
- Not Competent 31%
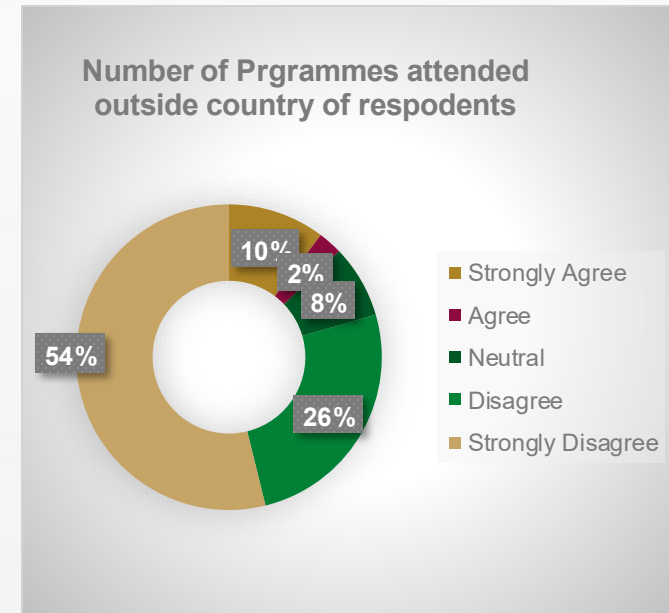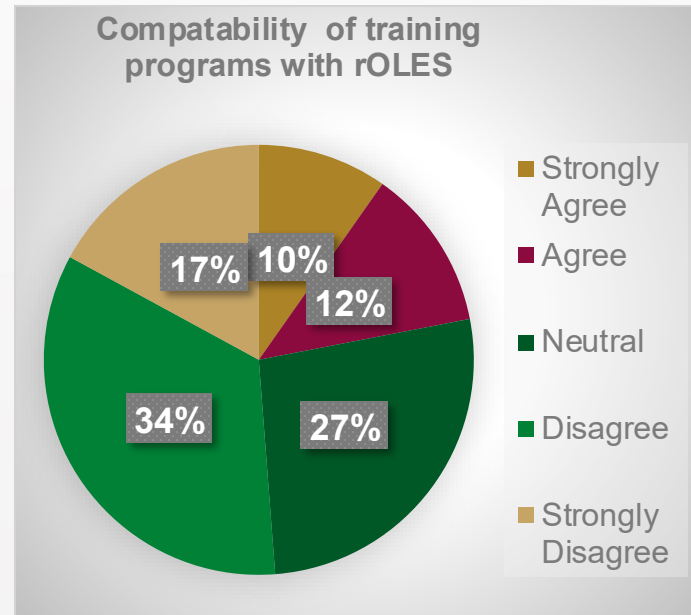
II. Finance, budget allocation, awareness of training

- As far as finance and budgetary allocation for training is convened, majority of respondents confirmed dual challenge with lack of financial resources for training programs and lack of awareness about it amongst civil servants

- Does budget allocation meet capacity training needs?

Budet Allocated

Maybe 9%
Yes 26%
No 65%

- Yes
- No
- Maybe

Capacity Development
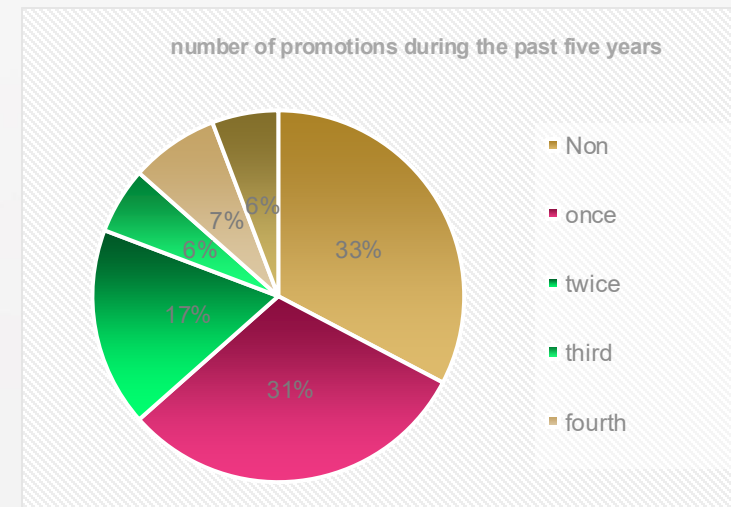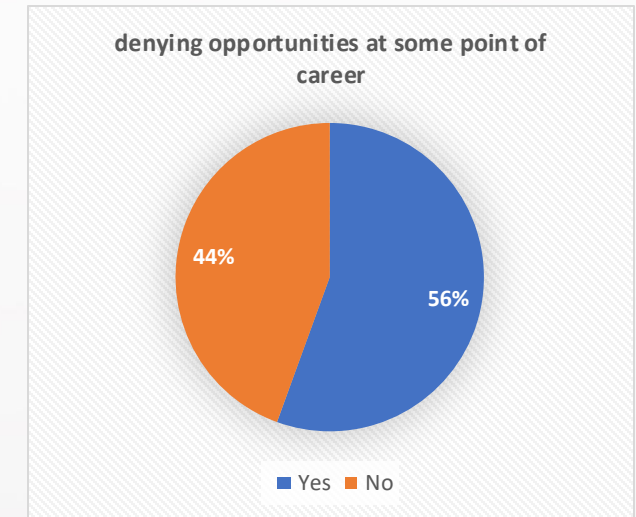
11%
30%
59%

- Yes
- No
- Maybe

III. Curriculum design and delivery of training

- Although majority of the respondents confirmed that capacity training is necessary for their career progression, only twenty nine percent (29%) of respondents agreed that there is a sense of compatibility pertinent to the received training vis a vis their training needs.

- Majority of respondents also confirmed that they have not had a chance to benefit from international or continental training provided by another African country or a continental body. Also, there was a bit of division of their perception on the value-add for short term capacity building programs.

Compatability of training programs with rOLES

- 10% Strongly Agree
- 12% Agree
- 27% Neutral
- 34% Disagree
- 17% Strongly Disagree

Number of Prgrammes attended outside country of respodents

- 10% Strongly Agree
- 2% Agree
- 8% Neutral
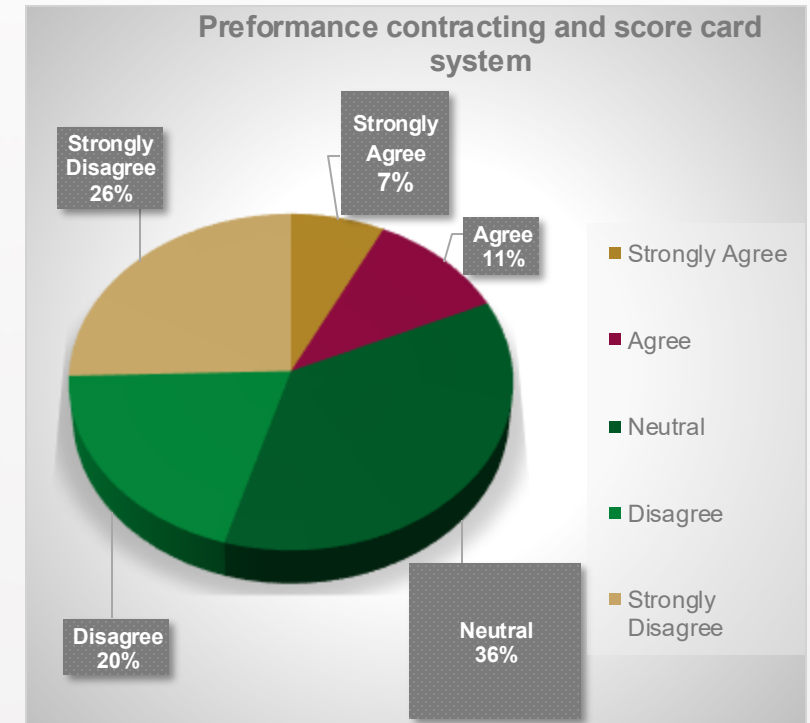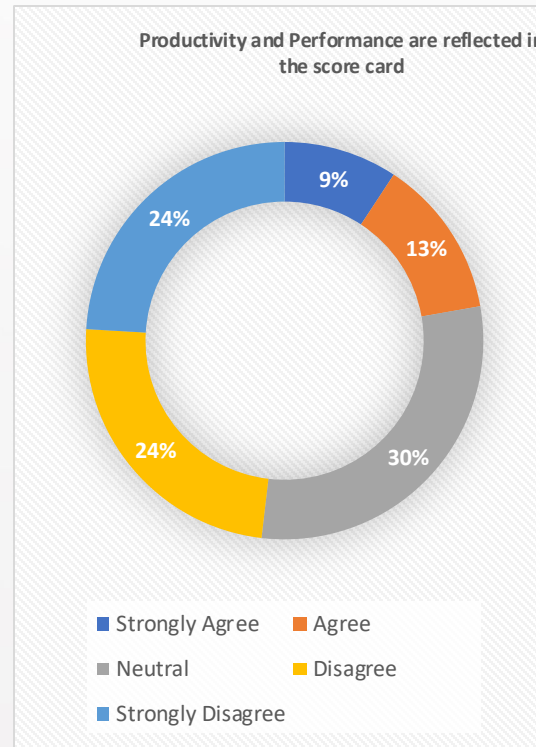- 26% Disagree
- 54% Strongly Disagree

IV. Impact of training on Knowledge, skills, attitudes and behaviors

- Politicizing civil service opportunities and training

- 33% of respondents also noted that that nepotism or clientism affect their nomination for training programs, especially to the international recognized programs.

-

- More than 60% of respondents indicated that they neither got promoted or at least promoted once during the past five years. Further, only 37% of the respondents believe that their supervisors are competent enough to conduct their daily tasks.

hidrning Participation in training for personal reasons

33%

67%

■ Yes ■ No

denying opportunities at some point of career

44%

56%

■ Yes ■ No

number of promotions during the past five years

33%

31%

17%

6%

7%

6%

- Non
- once
- twice
- third
- fourth

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Score Card, productivity and performance

- Productivity and Performance was assessed in this section. 80% of the respondents are taking regular performance evaluation. Having that said, they do not think that it reflects productivity and actual performance.

- Moreover, a notable number of civil servants disagreed with the fact that the current performance contracting, and the score card system are aligned to enhance competencies in public administration

Productivity and Performance are reflected in the score card

9% · 13% · 30% · 24% · 24%

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

Preformance contracting and score card system

Strongly Disagree 26% · Strongly Agree 7% · Agree 11% · Neutral 36% · Disagree 20%

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

In conclusion

➢ There is an imperative need to sustain reporting on the state of training across the continent and at national and sub-national levels to meet the civil servants' expectations during a rapid transformative world

➢ The APRM-UNDESA Capacity building program remains a very vital space for civil servants to share best practices on improving the policy and institutional eco-system for civil service in the continent.

➢ The African Union is also urged to continue working with Member states to accelerate the ratification of the AU Charter on Civil Service and capitalize on the APRM National Structures

➢ African National Schools of Government have a critical role to play in guiding and providing advisory services for national authorities to improve code of ethics, performance and score card to align with the job specification and avoid political nepostism.

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Thank you , Merci , Shukran