

AFRICAN ASSOCIATION FOR
PUBLIC ADMINISTRATION AND
MANAGEMENT (AAPAM)



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



APRM
African Peer Review
Mechanism



CONCEPT NOTE

Theme: Leadership Capacities and Competencies for an Effective Public Administration

Venue: Kenya School of Government, Mombasa Campus

Date: 26th - 29th September 2023

Introduction

Within the governance architecture, the public service plays an integral developmental role in the effective implementation of government policies and programmes translated through the delivery of goods and services. This collaborative governance approach requires a professional fit for purpose public administration. A fit for purpose public administration necessitates foundational elements such as competency, skills and professional conduct.

From a theoretical perspective, competencies are described as those underlying characteristics, motive, trait, skill, aspects of one's social image, social role or a body of knowledge, which can result in effective and/or superior performance in a job or role¹. The 2008 Tuning project² within the context of higher education in Europe proposes a distinction of three types of generic competencies as:

- Instrumental competences: cognitive abilities, methodological abilities, technological abilities and linguistic abilities
- Interpersonal competences: individual abilities like social skills (social interaction and co-operation)
- Systemic competences: abilities and skills concerning whole systems (combination of understanding, sensibility and knowledge; prior acquisition of instrumental and interpersonal competences required)

Furthermore, the 2013, Government of India-UNDP Competency Dictionary and resulting implementation toolkit for competency based human resource management identifies 25 competencies categorized under four broad areas namely Ethos, Ethics, Equity and Efficiency³. In the dictionary, leadership is placed under ethos together with strategic thinking and organizational awareness.

Studies have shown that existing leadership theories and models are largely transposed from the Western ideology with contextual political, cultural and economic realities, given the theoretical foundation, it is clear

1 Boyatzis, A.R. (1982) The Competent Manager: A Model for Effective Performance. Wiley, New York

2 <http://www.tucahea.org/doc/Competence-based%20learning%20Alfa%20Project.pdf>

3 <https://dopt.gov.in/sites/default/files/Competency%20Dictionary%20for%20the%20Civil%20Services.pdf>

why there are existential gaps in the conceptualization, teaching and practice of leadership in Africa.

African countries such as South Africa, have formulated conceptual leadership models for leadership and management in public organizations, the advanced model seeks to address challenges of skilling, recruitment and accountability through leadership and managerial skills training by government as well as integration into curricula⁴.

Background

AAPAM has steadily designed and implemented capacity building programmes aligned to the promotion of best practice, excellence and professionalism in public administration guided by Agenda 2063 and the SDGs. In 2021, AAPAM launched the 1st leadership series of training programmes, the programme saw the collaboration of likeminded organizations including in the United Nations Department of Economic and Social Affairs (UNDESA). The conference under the theme **Leadership, Public Service for National Development: A Continental Approach**, was largely informed by the realities of COVID-19 management challenges and lessons learned across the continent. The conference recommendations reinforced the critical role played by public administrators in national development while reiterating the need for capacities for good governance and transformational leadership⁵.

Following the successful launch of the leadership series, AAPAM held the 2nd Leadership seminar in 2022, focusing on **Leadership for Transforming Public Institutions in Africa**. The seminar explored the historical background of African institutions highlighting the relationship between institutions and the political, economic, social and cultural contexts further noting that transforming institutions entails identifying

4 Kalenzi D., Pelser G. "Aconceptual Leadership Model" *Journal of Public Administration*, vol. 56, no. 1, Mar. 2021

5 <https://www.aapam.org/Program/Conference%20Communique%20by%20Mataywa%20Busieka.pdf>

core policies and decision making structures, setting priorities, adherence to policy allocations and public participation⁶.

This year, the 3rd Leadership seminar will focus on **Leadership Capacities and Competencies for an Effective Public**

Administration, the theme is informed by the AAPAM competency survey conducted in 2022, as a baseline line needs assessment, for the development of the Leadership Development and Training in Public Administration (LDT-PAM) toolkit. The toolkit is strategic implementation tool for UN Committee of Experts in Public Administration (CEPA) 11 principles of effective governance for sustainable development. The 11 CEPA principles are further categorized into 3 groups; accountability, effectiveness and inclusiveness, therein, competence is categorized under effectiveness with key strategies for implementation proposed to include;

- 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

This seminar is premised on the recommendations advanced by the LDT-PAM toolkit.

Rationale

AAPAM conducted a competency survey in 2022, as a baseline line needs assessment for the development of the Leadership Development and Training in Public Administration (LDT-PAM) toolkit on the competence CEPA principle. This programme is therefore guided by the following inferences;

- a)** Competency is in a continuous state of flux. That is, today's competence could possibly be tomorrow's incompetence, hence need for continuous capacity building

⁶ Nganje F. (2015), *Moving Beyond Africa's Crisis of Institutions*. Occasional paper 222, https://media.africaportal.org/documents/saia_sop_222_nganje_20151012.pdf

- b)** Assessing leadership is not a perfect science, therefore quantifiable variables should be introduced to evaluate the impact of leadership training
- c)** There is a notable variation in leadership development needs across gender lines and age groups
- d)** Leadership competencies ought to be standardized across all levels of government at both local and national levels;
- e)** There is a positive correlation between leadership development/training, performance, and development.

Programme Overview

The AAPAM seminar on Leadership Capacities and Competencies for an Effective Public Administration is a comprehensive initiative that aims to promote the development of resilient and effective public administration in Africa. The programme will provide participants with the knowledge and skills they need to successfully overcome the challenges by empowering public administrators with the knowledge, skills, and networks needed to lead institutional reforms and promote sustainable development. By examining various dimensions such as ethical conduct, strategic thinking, innovation, team motivation, and continuous learning, this seminar aims to equip participants with valuable insights and practical tools to lead their organizations towards success.

Conference Objectives

The seminar on Leadership Capacities and Competencies for an Effective Public Administration aims to achieve the following objectives:

- Raise awareness on the CEPA principles
- Pilot the LDT-PAM Toolkit
- Encourage the harmonization of policies and procedures related to leadership development and capacity building training for

enhancing leadership capacities and competence in Public Administration and Management

- Propose a strategy for leadership development and training of public servants
- Establish a basis for the delivery of quality leadership training and development
- Formulate a standardized definition of key leadership competencies for African Public Administration
- Gather stakeholder input on the designing of curriculum and delivery of leadership capacity building programmes to enhance competency in public administration
- Advance a measure for monitoring, evaluating and reporting on leadership and capacity building training programmes
- Anchor leadership development and capacity building training as the basic tenet for the actualization of the development agenda
- Share country experiences and best practices in leadership
- Foster collaboration and networking among professionals, scholars, policymakers, and practitioners in the field of public administration
- Launch the APRM toolkits

Conference Subthemes

The seminar will cover a wide range of subthemes and topics related to leadership capacities and competencies in public administration. Some of the key areas to be addressed include:

1. Leadership Training And Alignment to National and International Development Plans
 - i. Review of selected NDP, SDGs, Agenda 2063 and AfCFTA
 - ii. APRM Toolkits
2. Ethical Leadership in the Public Sector: Principles and Practices
 - i. Role of the African Union Advisory Board on Corruption (AUABC) Anti-Corruption Research Network
 - ii. African reality on corruption: Punitive, Prevention or Deterrence
3. Leading Organizational Change in The Public Sector: Strategies and Tools

4. Building and Managing High-Performance Teams in Public Organizations
5. Leadership Development and Talent Management in the Public Sector
6. Leadership and Power: Debunking Myths
7. New Technologies and Digital Transformation for Effective Administration
8. Innovation: A Business Re-engineering Model
9. Gendered Leadership Approaches: Convergence and Divergence
10. Emerging Competencies and Capacities
11. Country Case Studies

Methodology

The seminar will employ a combination of interactive sessions, panel discussions, case studies, group exercises, and practical workshops. Renowned experts, scholars, and experienced practitioners in the field of public administration will facilitate the sessions. Participants will also have opportunities to share their experiences and engage in peer-to-peer learning.

Target Audience

The seminar is designed for a diverse group of participants, including:

- Public administrators at various levels (national, regional, local)
- Policymakers
- Academics, researchers, MDIs and practitioners in the field of public administration and management.
- Representatives from international organizations, civil society, and non-governmental organizations (NGOs) working in the field of crisis management.

Expected Outcomes

The expected outcomes of the seminar are to:

- Increase awareness on the CEPA principles
- Propose a roadmap for the harmonization of policies and procedures related to leadership development and capacity building training
- Embed a standardized understanding of key leadership competencies for African public administration
- Foster collaboration and networking among professionals, scholars, policymakers, and practitioners in the field of public administration
- Impart new knowledge and skills applicable in practice to positively impact productivity
- Build a community of practice where participants increase professional networks, collaboration and knowledge-sharing among public administrators

Duration of the Programme

26th September- 29th September 2023, participants are expected to arrive as from 24th September, registration will commence from 25th September.

Venue

Kenya School of Government, Mombasa, Kenya.

Registration and Payment Details

Registration Fees:

USD \$700 for Local delegates

USD \$800 for International delegates

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About the Hosting Institution

The African Association for Public Administration and Management (AAPAM)

The African Association for Public Administration and Management (AAPAM) is an international professional organization that promotes best practice, excellence and professionalism in public administration and management in Africa through research, publications, training, seminars, consultancy, conferences and awards. AAPAM draws its membership from sectors including governments, corporate bodies, private sector, civil society, international organizations, individual members and students. The Association provides its members with a platform for articulation and dissemination of ideas on capacity building and development of Africa. AAPAM operates mainly but not exclusively in Africa.

Africa Peer Review Mechanism (APRM)

The African Peer Review Mechanism (APRM) is a mutually agreed instrument voluntarily acceded to by AU member States as an African self-

monitoring mechanism, charged with the objective of improving governance dynamics at the local, national and continental levels. The mandate of the APRM is to ensure that policies and practices of participating Member States conform to the agreed political, economic and corporate governance values, codes and standards contained in the African Union Declaration on Democracy, Political, Economic and Corporate Governance. APRM fosters the adoption of policies, standards and practices that lead to political stability, high economic growth, sustainable development and accelerated regional and continental economic integration through sharing of experiences and best practices, including identifying deficiencies and assessing the needs for capacity building.

The Kenya School of Government (KSG)

The Kenya School of Government (KSG) is a State Corporation established to offer management training, research, consultancy, and advisory services to the public sector. The School has been instrumental in setting up fast track management strategies through the observance of high standards of integrity, competence, ethics, and a culture of transparency whilst implementing the provisions of her mandate. Today it offers services to both National and County governments, private sector players as well as those from the Non-Governmental Organizations (NGOs).