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Driving Performance Excellence in Public Sector Through Measurement, Improvement and Benchmarking

Course Overview

The **"African Public Sector Performance Excellence Program"** is a comprehensive 5-day professional training designed to equip public officials with the technical skills to measure, improve, and benchmark institutional performance. In the context of the African Union's **Agenda 2063**, this course shifts the focus from simple administrative compliance to high-impact service delivery and "Value for Money" (VfM) stewardship.

Program Objectives

By the end of this program, participants will be able to:

- **Design** a Results-Based Management (RBM) framework tailored to their institution's mandate.
- **Develop** SMART and culturally relevant Key Performance Indicators (KPIs) for social and economic sectors.
- **Apply** "Lean Government" tools to eliminate administrative waste and reduce service delivery bottlenecks.
- **Execute** strategic benchmarking exercises against regional and international "best-in-class" peers.
- **Analyze** performance data to make evidence-based policy and budgetary recommendations.

Course Coverage (Modules)

Day 1: Measurement – The Foundation of Excellence

- **The Public Sector Logic Model:** Transitioning from Inputs/Activities to Outcomes/Impact.
- **KPI Engineering:** Drafting lagging vs. leading indicators for African public services.
- **Data Integrity:** Establishing robust data collection and verification systems to prevent "gaming the results."

Day 2: Improvement – The Lean & Agile Government

- **Identifying the "8 Wastes" in Bureaucracy:** Over-processing, wait times, and human potential underutilization in African MDAs.
- **Root Cause Analysis:** Utilizing the "5 Whys" and "Fishbone Diagrams" to diagnose service failures.
- **PDCA Cycle:** Implementing the Plan-Do-Check-Act cycle for iterative policy improvement.

Day 3: Benchmarking – Learning from African and Global Peers

- **Strategic Benchmarking:** Types of benchmarking (Internal, Competitive, and Functional).
- **Regional Case Studies:** Analyzing the *Imihigo* (Rwanda), *Huduma* (Kenya), and *Citizen Charters* (South Africa).
- **Gap Analysis:** Techniques for identifying the distance between current performance and the "Best Practice" standard.

Day 4: Accountability & Performance Agreements

- **Performance Contracting:** How to design and implement effective Performance Agreements for senior executives.
- **Citizen Charters:** Making performance standards transparent and public-facing.
- **Performance Dialogues:** Mastering the art of constructive feedback and performance reviews.

Day 5: Sustaining the Culture of Excellence

- **Leading Change:** Managing the "Political-Administrative Interface" and overcoming resistance to performance audits.
- **Digital Performance Dashboards:** Leveraging GovTech for real-time performance tracking.
- **Action Planning:** Developing a "90-Day Performance Accelerator Plan" for the participant's home institution.

Target Participants

- **Directors of Policy, Planning, and Research** (DPPRs).
- **Monitoring and Evaluation (M&E) Specialists** and Officers.
- **Quality Assurance Managers** in Government Agencies and Parastatals.
- **Internal Auditors** transitioning into Performance Auditing roles.
- **Regional and District Administrative Secretaries** responsible for local service delivery.

Expected Outputs

Upon completion, each participant or institutional team will produce:

- **A Validated Institutional Logic Model:** A clear map showing how departmental activities lead to national goals.
- **The "Waste Audit" Report:** A diagnostic document identifying 3 specific areas of inefficiency with proposed Lean solutions.
- **A Benchmarking Roadmap:** A plan to study and adapt one "best practice" from a top-performing African peer agency.
- **A Draft Performance Dashboard:** A mock-up of the 5 most critical KPIs to be monitored weekly by senior leadership.

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