

Learn

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Transform

AFRICA

**2018**

**TRAINING CATALOGUE**



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## Message from the Director

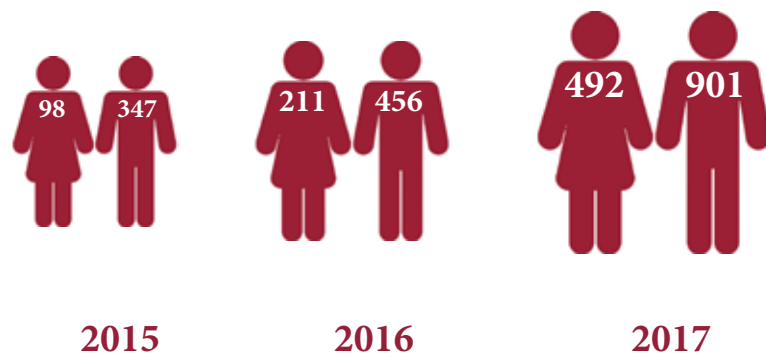
### Administration and Human Resources Management

I am pleased to present to you the 2018 Learning and Development (L&D) Catalogue.

We are a learning organization and we have made significant progress in the delivery of the objectives set out in our Learning and Development Strategy formulated in 2015.

As reflected below, 2505 staff have received training for various needs from 2015 to date.

#### L&D BENEFICIARIES 2015 -2017



*"WE ARE A  
LEARNING  
ORGANISATION"*

While the Commission will strive to continually improve the environment conducive to learning and development, we are all fully responsible for our own learning.

You will find in this improved catalogue, different formats of learning to suit different learning needs and styles through learning on the job, learning through working relationships and feedback as well as classroom learning.

I count on you and your Line Managers to become active partners in the maintenance and development of required knowledge and competence. This will ensure that we effectively perform and are flexible enough to take on new challenges in order to collectively deliver on our transformative Agenda 2063.

Please contact the L&D team regarding the scheduling and clarity on the 2018 learning and development initiatives.

## L&D Team :

Who we are...

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We are the Learning and Development (L&D) team, within the AHRM Directorate based at the AU headquarters in Addis Ababa, Ethiopia

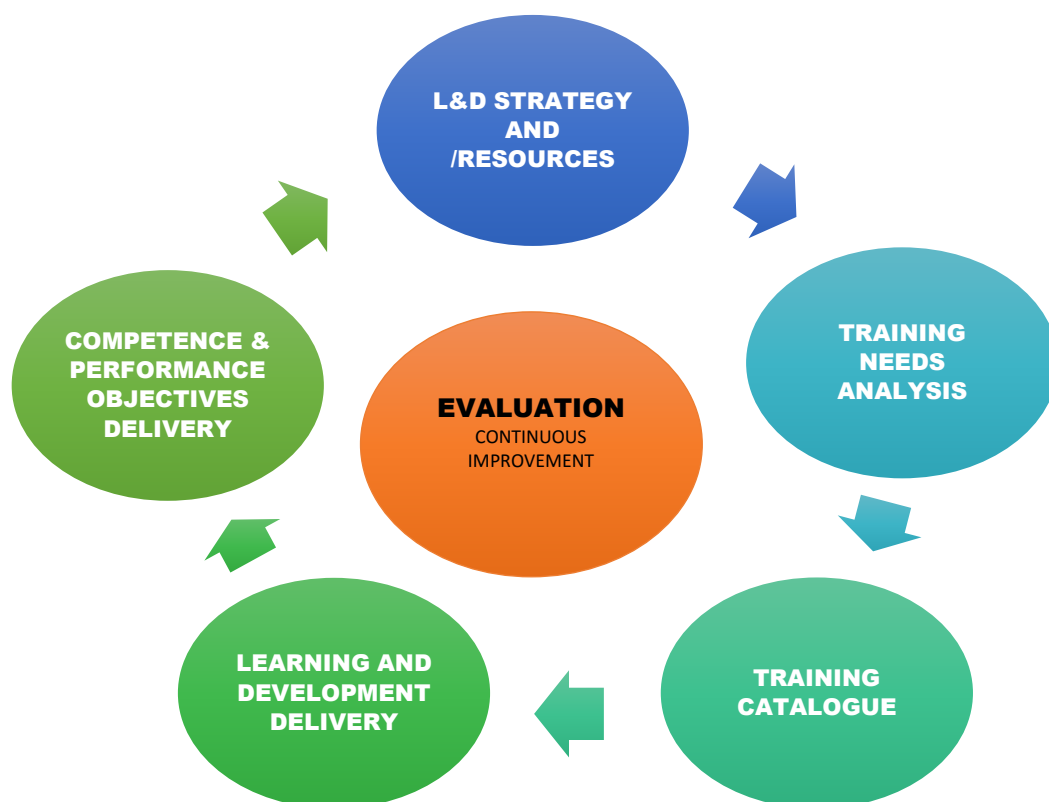
We support the African Union's efforts to become a more efficient and effective organization by fostering a learning culture.

Any questions on Learning and Development?

Send us an email at:  
[Training@africa-union.org](mailto:Training@africa-union.org)



## The L&D Strategy :



Our L&D Strategy is aimed at continually enhancing performance and unleashing the staff potential necessary to transform the African Union and deliver on Agenda 2063.

Through our L&D initiatives, we bring together staff from across AU to learn from each other, exchange views on common issues, and build networks to continue learning beyond the classroom.

To ensure relevance of the training programmes we blend external expertise with practical AU experience.

In this respect, the programme facilitators feature subject-matter experts, think tanks, and experienced AU practitioners.



# Our L&D Model :



## 70% Learning from doing our jobs (Experiential Learning)

- Apply new learning in real situations
- Use feedback to try a new approach to an old problem.
- New work within role
- Increased decision making
- Champion and/or manage changes
- Cover for others on leave
- Exposure to other departments/roles
- Take part in project or working groups
- Stretch assignments
- Interaction with senior management eg. meetings, presentations
- Day to day research
- Leadership activities e.g. lead a team. Committee membership
- Cross functional introductions
- Research and apply best practice
- Apply standards and processes e.g. Kaizen, Six Sigma
- Work with consultants or internal experts
- Budgeting
- Interviewing
- Project reviews



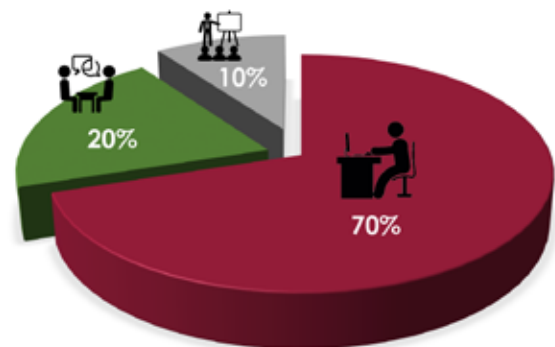
## 20% Learning from feedback and working relationships (Social Learning)

- Informal feedback and work debriefs
- Seeking advice, asking opinions, sounding out ideas
- Coaching from manager/others
- 360 feedback
- Formal and informal mentoring
- Building strong internal and external networks
- Learning through teamwork



## 10% Learning from structured training programmes (Formal Learning)

- Courses
- Activity based Workshops
- Seminars
- ELearning
- Induction/ Onboarding programmes



# 70% :

Learning from doing our jobs

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Research suggests that 70% of our learning occurs through doing our jobs; executing day to day tasks, tackling challenges and practice.

The L&D team will support on-the-job learning through a series of campaigns on the following focus areas:



**Planning , prioritizing and organizing**



**Drive for results**



**Effective communication –  
Feedback, Meetings**



**Relationship building,  
networking and Teamwork**



**Experience and information  
sharing**



**Innovation and creative  
thinking**



**Multiskilling – within and  
between departments**



**Recognition of our successes  
and failures and lessons learnt**



**Application of standards and  
processes**



## 20% :

Learning from feedback and working relationships

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20% of what we learn occurs through the feedback that we get and working relationships, often with peers, experts and managers.

The L&D team will support this type of development through the following initiatives:



AU Learning Networks



Senior Management Coaching Programme

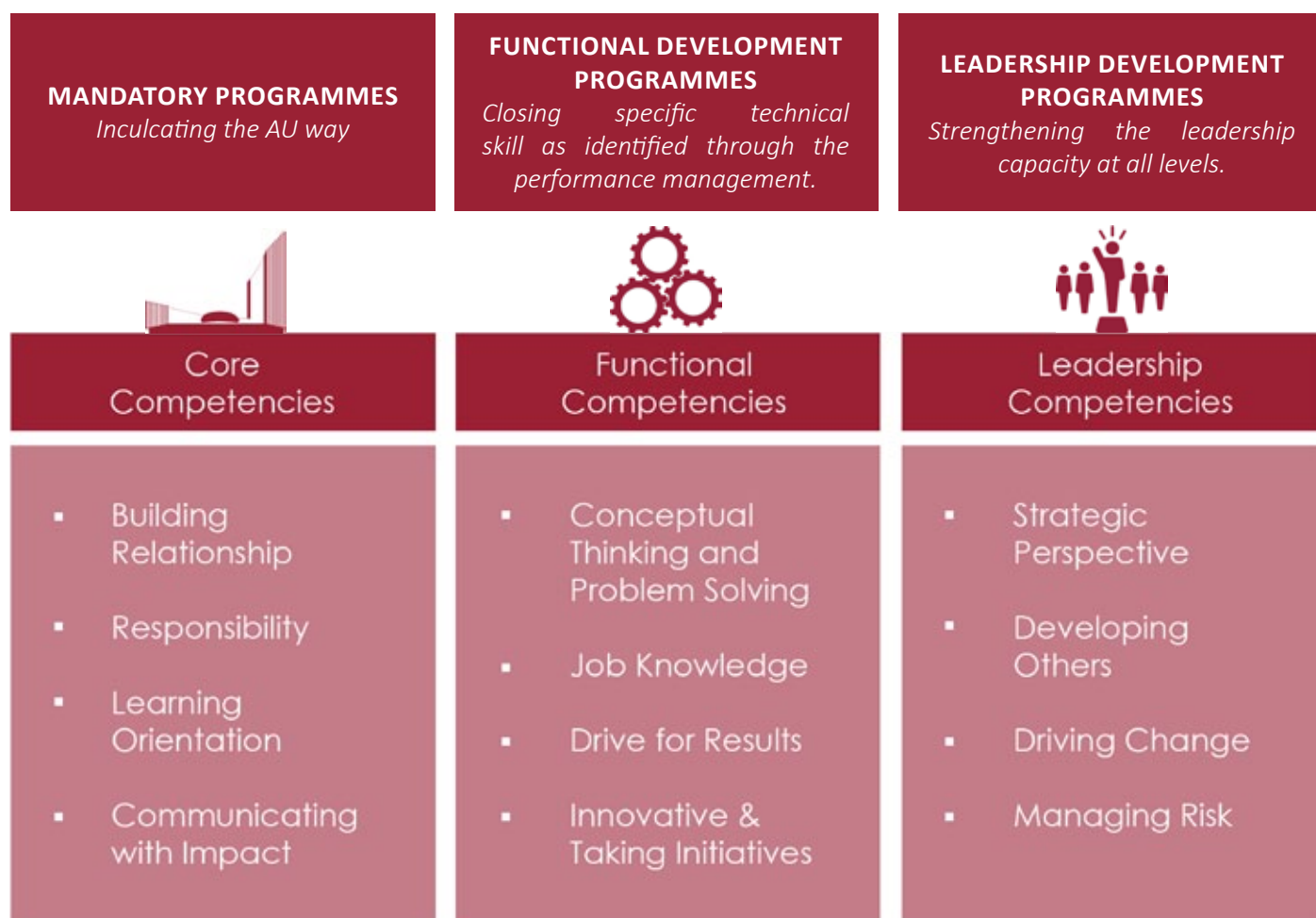


AUC Mentoring Scheme

# 10% :

Learning from structured training programs

Our structured training programmes are categorized into three (3) main focus areas of:



## Training Delivery Methods

Our structured training programmes are designed to be interactive and participatory.

Teaching and facilitation techniques will include: classroom presentations; analysis and discussions

on case studies that pertain to the AU context; group work and round table discussions; thought showering/ brain storming sessions; role plays and other practical exercises.

# Leadership Programmes



## AU Emerging Leaders Programme

**Description:**

This programme is aimed at unleashing the leadership potential of young professionals who aspire to lead; to make a difference to the African Union and the Continent at large.

It will help participants identify, understand and easily apply the main tools in a leader's inventory of skills.

**Target Audience:**

GSA5 to P2 (Age Limit: Under 35)

**Learning outcomes :**

- Gain knowledge, understand and apply practical leadership tools for success in future endeavours.
- Network with AU professionals and other emerging leaders.
- Grow in confidence around their own leadership abilities

**Duration:**

3 days/ Quarter 1



## Women in Leadership Programme

**Description:**

This programme aims to provide participants with a better understanding of different approaches to leadership, as well as the gender aspects of leadership and the challenges/opportunities for women in AU leadership roles.

**Target Audience:**

Female staff members in leadership roles.

**Learning outcomes :**

- Develop greater confidence and a better understanding of your personal leadership style; to be able to effectively lead change.
- Understand various dynamics of power, influence and negotiation
- Develop a set of skills and competencies skills needed to navigate in simple and complex situations
- Build strong alliances and networks personally and professionally

**Duration:**

5 days/ Quarter 1





## Leading the African Union Way Programme

### Description:

The purpose of this program is to transform participants from managers to leaders.

Leading the AU Way Programme explores successful leadership approaches and transformation practices and their application to AU Leadership roles.

### Target Audience:

All AU staff in leadership roles.

### Learning outcomes :

- Understand the African Union leadership and competency framework
- You, as a leader, leading the African Union way
- Sociability Vs solidarity in relation to moving African Union agenda
- Leverage emotional intelligence(EQ) to enhance leadership effectiveness
- Coaching self and others

### Duration:

8 days of 3 study blocks/ Quarters 3 & 4



## Performance Management & Supervisory Effectiveness

**Description:**

This programme is designed for AU supervisors who want to achieve results through productive supervision and management.

**Target Audience:**

All AU staff in supervisory roles

**Learning outcomes :**

- Understand supervisory techniques to effectively engage staff
- Use of techniques to promote a flexible yet resilient leadership style.
- Strengthen skills on conflict-management and in influencing others
- Understand the AU performance management system and effectively manage staff performance objectives and outputs/ outcomes

**Duration/Schedule:**

3 days, Quarters 1,2,3 and 4





# Mandatory Programmes





### Health, Safety and Security

<b>Description:</b>	Enhance your knowledge on basic measures needed to foster a safety and security culture at the workplace. This programme will help participants recognize hazards and take proactive and/or effective preventive actions to avoid workplace hazards.
<b>Duration:</b>	½ day/ Quarters 2 & 3
<b>Theme:</b>	Responsibility

### Code of Ethics and Conduct

<b>Description:</b>	<p>Understand your responsibility in establishing an ethically compliant organization.</p> <p>The main focus of this programme is on compliance with the AU values, rules and regulations to promote a conducive working environment which optimizes the very best of all staff and elected officials in the delivery of services as well as enhancing the integrity of the organisation.</p>
<b>Duration:</b>	½ day/ Quarters 1, 2, 3 & 4
<b>Theme:</b>	Responsibility

### Performance Management

<b>Description:</b>	This programme enables employees to understand what is expected of them at all stages in the performance management process. This includes setting SMART objectives, performance conversations and feedback. It enables all the actors to understand their role in making performance management work.
<b>Duration:</b>	½ day/ Quarters 1, 2, 3 & 4
<b>Theme:</b>	<ul style="list-style-type: none"> <li>• Strategic perspective</li> <li>• Developing Others</li> </ul>





### Communication Skills

<b>Description</b>	This programme aims at familiarizing employees with the AU's communication style. They will also learn techniques to adapt their writing style in line with the AU context.
<b>Duration/Schedule:</b>	½ day/ Quarters 2
<b>Theme:</b>	Communicating with impact

### Emergency Preparedness

<b>Description</b>	If there was a major incident in your duty station, do you know what to do? This program aims to raise awareness on pertinent measures and actions that are critical to your survival and business continuity in the event of a crisis which necessitates evacuation.
<b>Duration/Schedule:</b>	½ day/ Quarters 2 and 3
<b>Theme:</b>	Responsibility

### Diplomacy:

<b>Description:</b>	Would you consider yourself a Diplomat? What makes you a Diplomat? Learn from the AU experts on what it means to be an international civil servant with the AU and what is expected of you.
<b>Duration/Schedule:</b>	½ day/ Quarter 3
<b>Theme:</b>	Building Relationships/ Responsibility

## Panel Interviewing Skills

<b>Description:</b>	This programme will focus on the key concepts of Competency Based Interview (CBI) as well as simulations of panel interviews. Participants will learn about CBI, the AU competency framework, how to plan and prepare for panel interviews, how to ask the right questions, how to probe, how to assess candidates, and how to minimize unconscious biases while evaluating candidates. In addition, each participant will have the opportunity to practice interview skills in a simulation setting.
<b>Duration/Schedule:</b>	1 day
<b>Theme:</b>	Building Relationships/ Responsibility

## Language courses

<b>Description:</b>	The AUC language courses are aimed at promoting the usage of the AU working languages within the Commission; to build proficiency and encourage diversity.  English - French - Arabic - Spanish - Portuguese
<b>Theme:</b>	Communicating with impact

## AU Apps

<b>Description:</b>	Do you need assistance with AUC Apps?  Our step by step manuals and demos will guide you on how to navigate your way around selected apps.
<b>Duration/Schedule:</b>	½ day
<b>Theme:</b>	Learning Orientation

## ICT Productivity and Security

<b>Description:</b>	Learn how to be proficient in creating and editing Word documents, Excel spreadsheets, PowerPoint presentations, and emails with Microsoft Office.
<b>Duration/Schedule:</b>	½ day for each application
<b>Theme:</b>	Driving for results

# Functional/Core Programmes



## Report Writing and Presentation Skills

### Description:

This programme aims at improving the writing skills of participants thus enabling them to generate high quality documents such as reports, concept notes and proposals. Participants will be trained to write in a concise, easy-to-read and professional manner. Furthermore, participants will learn successful strategies for developing and delivering 'polished' and 'to the point' presentations for briefings and meetings.

### Target Audience:

AU Staff members at P and GS levels

### Learning outcomes:

- Understand the principles of professional writing in a multilingual and multicultural context
- Learn how to produce engaging and persuading documents
- Learn to write documents in a simple, clear and straightforward style
- Learn how to design and deliver concise and impactful presentations

### Duration/Schedule:

3 days/ Quarter 3





## Effective Communication Skills for Agenda 2063

### Description:

The aim of this training programme is to equip AU staff with tools and methods to communicate for results in the context of Agenda 2063.

### Target Audience:

AU staff in Communication and Advocacy related positions.

### Learning outcomes:

- Understanding Agenda 2063; Adjustments to the strategies and resulting changes in communication bearing in mind different member states and partners' context;
- Communicate with sensitivity to diversity and inclusion principles
- Learn how to apply international courtesy rules, formal communication norms, and ceremonial practices
- Understand key public relations principles that will develop a positive reputation for the African Union

### Duration/Schedule:

3 days/ Quarters 2 & 3





## Strategic Management for Agenda 2063

### Description:

The aim of this programme is to develop the strategic thinking and decision making abilities of the AU Management, especially in relation to the realization of the vision of Agenda 2063. The course covers essential strategic management principles, thinking frameworks and tools needed to develop strategic management capabilities and competencies.

### Target Audience:

Senior and Middle Level Managers

### Learning outcomes:

- Understand and apply the AU strategic management process
- Develop and successfully implement strategies in alignment with the African Union vision of Agenda 2063
- Understand the fundamentals of strategic planning to be able to fully contribute to strategic planning processes at the AU
- Enhanced skills and ability to think more strategically and apply a set of key “strategic thinking” tools to business decisions, strategies and initiatives

### Duration/Schedule:

3 days/ Quarter 2



## Finance for Non Finance staff

### Description:

The purpose of this programme is to sensitize participants on the effective management of financial resources in line with African Union Financial Rules and Regulations.

### Target Audience:

All staff members involved in the programme and project implementation

### Learning outcomes:

- Understand the relevant provisions in AU Financial Rules and Regulations
- Learn how to effectively prepare budgets and work plans
- Understand the various AU funding streams and grant agreements

### Duration/Schedule:

3 days/ Quarter 2



## Delivering Service Excellence

### Description:

This programme provides participants with the knowledge, skills, attitudes and values to improve and manage service delivery at the African Union. The programme covers essentials of customer service techniques to enable participants to identify their clients' needs and maintain high level of service delivery.

### Target Audience:

All staff in service delivery roles

### Learning outcomes:

- Understand the principles of service excellence
- Apply effective strategies in managing customer dissatisfaction i.e. dealing with difficult clients, damage control etc.
- Demonstrate the right attitudes required for building a positive customer relationship
- Knowhow to meet, manage and exceed client expectations
- Understand and apply techniques for improving service delivery through process improvement

### Duration/Schedule:

3 days/ Quarters 2 & 4





## Policy Research and Analysis

### Description:

The aim of this training programme is to equip AU policy officers with practical, relevant policy research and analysis tools that will enhance the quality of policy formulation at the Commission.

### Target Audience:

Policy Officers at all levels

### Learning outcomes:

- Understand the importance of influencing policy with research; how research can impact on policy making and practice
- Critically evaluate policy area and context
- Generate research agendas that are relevant to policy interests of the AU;
- Apply relevant research methods and data analysis techniques for policy making
- Formulate credible, persuasive and relevant policy recommendations and advice
- Understand how to communicate through different media to reach the target policy audience

### Duration/Schedule:

3 days/ Quarter 4



## Results-based Project/Programme Management

### Description:

This programme aims at equipping participants on the use of a results-based approaches in designing, implementing and managing programmes/ projects that deliver tangible benefits and optimize the use of resources.

### Target Audience:

Programme / Project Managers and team members

### Learning outcomes:

- Understand and apply the basics concepts of results-based programme/ project management including design, implementation, monitoring and evaluation (M&E) and lesson learning
- Ensure that programmes/projects are aligned with the organization's strategic priorities
- Develop appropriate indicators for measuring programme/ project outputs and impact
- Formulate results measurement frameworks for AU programmes

### Duration/Schedule:

5 days/ Quarter 3





## Managing Risk

**Description:**

This training programme will provide participants with an understanding and an appreciation of the importance of risk management in decision making and in the implementation of programmes, projects and initiatives.

**Target Audience:**

All staff in service delivery, programme and project type roles.

**Learning outcomes:**

- Application of risk management as an ongoing exercise.
- Effectively apply risk management processes and tools to protect the organisation and its brand
- Ability to analyze situations fully and accurately and to examine the impact of risk on the decision-making processes

**Duration/Schedule:**

3 days/ Quarter 3 & 4



## Foundational Course on Agenda 2063

### Description:

This foundational course equips participants with a sound understanding of the vision, aspirations, strategies and principles of Agenda 2063

### Target Audience:

All AU staff and the RECs

### Learning outcomes:

At the end of this training program, participants should be able to:

- Understand the various elements and how to achieve the vision of Agenda 2063

### Duration/Schedule:

3 days / Quarter 3



## Innovating AU for Agenda 2063

### Description:

This programme will expose participants to new and innovative approaches to accelerate a successful implementation of Agenda 2063. In concrete terms it will equip decision makers, strategic planners and policy researchers with essential skills to make strategic long-term decisions so that they can deal with rapid and complex changes both continentally and internationally.

### Target Audience:

All AU staff (P2 and above) and the RECs

### Learning outcomes:

- Gain exposure to the micro and macro approaches to change, innovation and leadership relevant to AU context.
- Understand the nature of global change, its rapid pace and its ever-increasing complexity
- Understand the forces and trends that shape the future based on a range of environments – from development, peace and security, science to finance and supply chain management.
- Develop and managing organisational strategies based on these trends so as to create a desired future.

### Duration/Schedule:

3 days/ Quarter 4





## Public Speaking

### Description:

This program is designed to enable participants deliver a clear message and better communicate the AU mandate with a view to improve stakeholders' understanding of the organization. This program is offered in French only.

### Target Audience:

2 distinct sessions:

- Group 1 - Staff members at P5 Level and above e.g Directors, Heads of Divisions, Heads of Mission etc. (1 day)
- Group 2: Staff in a key communication roles (1day)

### Learning outcomes:

Improved public speaking in all its components: voice, tone, body language, rhythm, articulation of speech...

### Duration/Schedule:

1 day per target group, Quarter 2



# How to apply?

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## **Important:**

Recommended training courses should support the staff member's development needs. Line managers should have development conversations with their direct reports to identify areas where the staff may need to improve; this information should be captured in the staff member's Personal Development Plan (PDP).

### **Staff members with SAP access:**

Applications for training should be made via SAP ESS using the Learning Portal.

**Option 1:** Where the training dates are not confirmed, staff can express their interest for a specific training by Prebooking on the Learning Portal.

**Option 2:** For training programmes with confirmed dates, staff can express their interest by Booking on the Learning Portal.

All bookings are subject to approval by line managers.

**Option 3:** Line managers can recommend training courses for their direct reports via the Personal Development Plan (PDP) on the staff's performance appraisal form.

Staff members without SAP access:

Endorsed Application forms must be submitted to  
[Training@africa-union.org](mailto:Training@africa-union.org).

Selection by the L&D Team will be based on the preset criteria set for each training course

## Annex 1 – AU Competencies

**CORE COMPETENCIES:** These Core competencies are usually required for all jobs at AU

Competencies	Description
<b>Building Relationships</b>	Builds and maintains effective working relationships with others- both internal and outside the organization. Takes a positive and productive approach to resolving any conflicts which may arise. Exemplifies commitment to the AU values of respect, think Africa above all as well as diversity and inclusion.
<b>Responsibility</b>	Sets high standards of performance for self and others. Assumes responsibility and accountability for successfully completing assignments or tasks; self-imposes standards of excellence rather than having standards imposed; demonstrates attention to producing a high quality service; constantly looks for opportunities to improve work processes and results; accomplishes tasks by considering all areas involved; consistently shows concern for all aspects of the job; accurately checks processes and tasks.
<b>Learning Orientation</b>	Values the importance of ongoing learning, and actively seeks out development opportunities and feedback to continually improve professionally and further improve job knowledge.
<b>Communicating with impact</b>	Able to express ideas in a clear, concise, and effective manner, whether speaking or in writing. Uses correct grammar and sentence structure in communications. Asks incisive questions and is a good listener, even when differing viewpoints are expressed. Openly shares information and keeps all relevant parties updated.

**FUNCTIONAL COMPETENCIES: These competencies may be required for a variety of jobs at AU**

<b>Competencies</b>	<b>Description</b>
<b>Conceptual Thinking and Problem Solving</b>	Applies rigorous critical reasoning to key issues to make smart decisions reflecting good judgment.
<b>Job Knowledge</b>	Demonstrates the professional, administrative, supervisory, and/or technical knowledge required to perform the job successfully. Serves as a reliable resource for employees and other stakeholders regarding areas of expertise.
<b>Drive for Results</b>	Seeks to attain superior results, demonstrating a capacity for sustained effort and persistence in the face of difficulties. Assignments/projects are consistently completed in a timely manner with the desired level of quality and quantity. Follows up on the outcome of work efforts to ensure desired results.
<b>Innovative and taking initiative</b>	Encourages and models outside-the-box thinking and innovative problem solving. Identifies and drives continuous improvement initiatives that create value.

**LEADERSHIP COMPETENCIES: These competencies are usually required for those jobs that manage or lead people and/or departments:**

<b>Competencies</b>	<b>Description</b>
<b>Strategic Perspective</b>	Develops a vision for the future of the organisation by taking a long term view, thinking on a broad canvas and anticipating macro trends. Articulates the end results needed and allows people to exercise initiative and discretion without micromanaging.
<b>Developing Others</b>	Supports the sustainability of the organisation by actively promoting the development of people as a key priority. Ability to work with an individual or group to set objectives and agenda, generate allegiance to those objectives, and guide and motivate their achievement. Works with employees to establish Personal Development Plans and provides accurate, timely feedback including during performance reviews periods. Enforces standards/rules fairly and consistently and leads with courage.
<b>Driving Change</b>	Champions and drives change initiatives. Consults relevant parties when necessary and identifies the key concerns and/or issues that need to be addressed in order to realize change readiness. Responds in a positive and flexible manner to change and uncertainty.
<b>Managing Risk</b>	Ensures sound corporate governance and effective risk management to protect the organisation and its brand and to encourage entrepreneurial practices within acceptable risk levels. Able to analyze situations fully and accurately and to reach productive decisions.

Learn - Grow - Transform Africa





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