

# Proposition of Skills' Frameworks in Expertise Cycle at Ecole Nationale d'Administration de Madagascar

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## Abstract

In the Malagasy Civil Service, the status which the auditors in Expertise Cycle at Ecole Nationale d'Administration de Madagascar should belong at the end of their training is still vague. During the academic year 2019-2020, we followed the continuing education at Ecole Nationale d'Administration de Madagascar as auditor in Expertise Cycle. The skill-based approach was applied as global methodology to the Expertise Cycle to qualify the training program and its implementation during the academic year 2019-2020. Thus, from curricula of the continuing education, we try to develop the frameworks for the skills acquired by auditors at the end of the training. According to their specialization, which can be Diplomacy and International Relation, Public Administration or Financial Administration, the exit profile of auditors from continuing education highlights the missions and attributions corresponding to their qualification. The comparison with bodies of civil servants who currently execute similar missions and attributions allows justifying the need to create a body of Experts within the Malagasy Civil Service. Taking in consideration their exit profile, the holders of the Diploma of High Studies in Administration from ENAM should be placed in Category IX in the current hierarchical classification of civil servants in the Malagasy Public Service.

## Keywords

Continuing Education, Skill-based Approach, Expertise Cycle, ENAM

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## 1. Introduction

The increasing complexity of public action requires a high level of professionalism from public officials in order to meet the performance objectives of the Administration [1]. Professionalism is the possession of skills for the exercise of a function, skill being a set of knowledge, experiences and behaviours mobilized by an agent to carry out the mission entrusted to him [2]. Through the development of new methods resulting from New Public Management and the digital migration brought about by globalization and modernization, the evolution of the environment in which the Malagasy State is progressing is in perpetual mutation,

requiring an effort of adaptation from its agents through the acquisition of specific skills; performance and efficiency requirements thus make it essential to favour the skill-based approach in the recruitment of senior administration officials [3].

The focus on the notion of skill allows to pay increased attention to the learning process, to the way in which the learner learns and uses his knowledge, and finally to the cognitive functioning of the individual [4]. Several researchers [5-9] emphasize the dynamic nature of skill and call for a refocusing on the learning process rather than on the teaching content, on the relationship between the acquisition of knowledge, the development of skills, and

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adopting attitudes. They also insist on the process of contextualization which subordinates the acquisition of knowledge to the mobilization of resources in new situations.

In order to enable executives in office to acquire a certain mobility or to progress in their careers towards positions of high responsibility, and to train managers capable of piloting and supervising the modernization processes initiated within the public sector [10], the Expertise Cycle training curricula at the Ecole Nationale d'Administration de Madagascar (ENAM) should result in a series of clear objectives formulated in term of skills [11]. Indeed, the non-existence of skills' frameworks complicates the definition of the missions and attributions of auditors at the end of their training and the valuation of the Diploma of High Studies in Administration which is issued to them, and creates a vagueness on the status which should be theirs, particularly the body of public agents and the category to which they should belong in the Malagasy Civil Service, the positions they should occupy within the Administration and the jobs they should exercise in line with their qualification. Thus, the skill-based approach will be applied to the training program applied in Higher Studies in Administration during the 2019-2020 training year, to identify the skills acquired by auditors according to the content addressed according to their specialization, and thus describe their exit profile at the end of the training.

## 2. The Skill-based Approach in Expertise Cycle at ENAM

In general, the concept of skill is defined as the ability to mobilize and reinvest knowledge in order to achieve a given objective in a complex situation [5-9]. As the Expertise Cycle at ENAM aims to provide auditors with knowledge enabling them to face the various complex situations with which the Malagasy Administration is confronted [12], it is relevant to apply the methodology of the skill-based approach to highlight the skills acquired by auditors at the end of the training.

### 2.1. Characterization of the Training from the Skill-based Approach

The skill-based approach is based on the idea that learners, through their experience, can develop adaptive capacities depending on the situation in which they are placed. At the end of the Expertise Cycle training at ENAM, auditors should have an integrated and functional set of knowledge, know-how and interpersonal skills, which will enable them to exercise a role, a function or an activity, allowing them to deal with a category of situations, to solve problems and to carry out projects in the service of the Administration; the training allows to mobilize all of the academic achievements

of the auditors, their experiences, their skills and their interests, with external resources, in order to meet the expectations of the various services in which they work, and those of the Malagasy State which employs them [5-9], [13-17].

In the skill-based approach, training is focused on results, performance and excellence, based on what Expertise Cycle auditors must be able to achieve or accomplish, and benchmarks that allow explain a standard of skills with regard to their level [18]. The idea of skill involves the development of complex skills that will be essential for the subsequent adaptation of learners to changing environments, and the mastery of flexible intellectual tools that can adjust to transformations and promote the acquisition of new knowledge. Indeed, a skill is based on the mobilization and coordination of a variety of resources by a person to deal with a situation. Thus, the knowledge of the auditors is under dynamic construction, continuously recombined in order to produce practical results at the end of the training.

### 2.2. The Skill-based Approach in the Implementation of the Training

Applying the skill-based approach in the Expertise Cycle at ENAM, the research situation and the contextualization of learning can be found in some teaching acts. In order to grasp the level of understanding of the auditors, questioning the auditors is the preferred method, the teacher-trainer helping them to discern among everything they saw, heard and did, the elements that should be understood and memorized, both in terms of knowledge and know-how.

Following the professional immersion of the auditors in Madagascar's Public Administration, the teacher-trainer presents his course to them and initiates discussions on real-life contexts where new knowledge can be used. During the session, the teacher-trainer continues questioning to ensure the correct understanding of the concepts presented during his lesson, and gives relevant comments to enrich the knowledge of the auditors. Thus, the teacher-trainer not only helps to develop the skills of the auditors, but also values their talents; in this case, each session is "new" for the auditors [19].

The auditors are led by the teacher-trainer to recognize the situations to which their knowledge and their approaches are relevant. Parameters like familiarity, obviousness, quantity and quality facilitate or complicate this recognition. In fact, each situation involves new learning; a skill is acquired when its transfer is possible, i.e. when the auditors acquire the ability to mobilize their new knowledge in different situations [19]. Moreover, the ideas of diversity and flexibility are central to skill-oriented training [20]. Thus, the teacher-trainer no longer has the task of teaching; he is no

more than the “coach”, the facilitator and the accompanist, the auditors building their own trajectory of appropriation of the teaching object, by highlighting individual objectives according to their needs.

### 3. The Proposed Skills Frameworks

On behalf of the 3<sup>rd</sup> Promotion TSINJO in which we integrated, the classroom lessons were administered from April 2, 2019 to February 28, 2020, through two compulsory components. Indeed, the updated program received from the Direction de la Formation Continue [21] includes a series of lectures in the common core of a total duration of 72 hours, and a series of courses, the first part of which was done in the common core for 30 hours, and the second part was the administration of courses by specialization for 258 hours.

The identification of the implementation of the skill-based approach during the training allows developing a framework of skills common to the three specializations, acquired through lectures and common core modules, and skills' frameworks specific to each specialization depending to the content of courses.

#### 3.1. Common Skills' Framework

To compensate for the heterogeneity of auditors and complete the prerequisites before specialization, the series of conferences aims to gradually imbue auditors with the realities, the environment and the overall logic of the Administration, and common transversal subjects putting auditors on the same level of knowledge [21]. The first table which we present highlights the skills which the auditors would acquire at the end of the conferences.

**Table 1.** Framework of skills acquired at the end of the conferences.

Conference themes	Skills
Civil Service Law	Know the rights and obligations as an official of the Malagasy State
Decentralization and Deconcentration	Understand the importance of decentralization and deconcentration in the smooth running of the Administration
Diplomacy and Development	Use diplomacy for the benefit of development actions
Geopolitics and Geostrategic	Consider the influence of geopolitical and geostrategic issues in the protection of national interests
ICT in Public Administration	Understand the issues and challenges that the Malagasy Administration faces in relation to the development of new technologies
Business intelligence	Exploit the opportunities offered by the use of new technologies in carrying out administrative tasks
Statistics in Public Administration	Understand the importance and usefulness of statistics in Public Administration
Fundamental Rights of Workers	Use statistics in decision-making processes
Human Rights: An inescapable paradigm	Take workers' rights into account in decision-making processes
International Humanitarian Law	Take into account the value of human rights in decision-making processes
The Sustainable Development Goals	Understand how humanitarian affairs work
Ethics of Servitude	Understand the issue of sustainable development and think critically and constructively about achieving the set goals
Ethics and Deontology in Public Administration	Behave as a "servant of the Nation" in the exercise of his functions
Ethics, Governance and the rule of law	Behave as a model servant of the Administration
	Act for national interests

The following table presents the skills acquired on behalf of common transversal subjects.

**Table 2.** Framework of skills acquired at the end of common transversal subjects.

Module 1: Common transversal subjects	Skills
General Public Law	Appropriate the Constitution of the Republic Frame actions in accordance with Constitution
Administrative Law and Public Service	Acquire basic notions of administrative law Understanding the concept of public service
Public and institutional communication	Practice public communication Practice institutional communication
Protocol and diplomatic rules	Know good protocol practices Advice and support senior officials on the protocol level Practice diplomatic language in international negotiations

#### 3.2. Skills Framework in Diplomacy and International Relations

The following table shows the skills acquired by auditors who chose the Diplomacy and International Relations specialization.

**Table 3.** Skills framework in Diplomacy and International Relations.

Contents	Skills
Module 2: History of Diplomacy and International Relations	
History of International Relations:	Know the genesis and development of international relations
- Genesis and evolution of international relations	Know the political history linked to contemporary Africa
- Political history linked to contemporary Africa	Understanding the issues and challenges of globalization
- The Chinese path to globalization	Identify threats and opportunities related to globalization
History of Malagasy Diplomacy:	Know the evolution of Malagasy Diplomacy
- Diplomacy before colonization	Understand the different diplomatic approaches applied in Madagascar

Contents	Skills
- Colonial diplomacy - Diplomacy during successive republics - Current diplomatic approach of Madagascar	Identify the strengths and weaknesses of Malagasy Diplomacy
Module 3: Legal framework of Diplomacy and International Relations Legal framework for international affairs: - Public and private international law - Diplomatic and consular law - International justice and litigation	Appropriate international legal instruments Exploit the opportunities offered by international law
Contextualized international law: - Universal Declaration of Human Rights - International Humanitarian Law - Law of the sea and maritime governance - International criminal business law - International environmental law	Appropriate international legal instruments Exploit the opportunities offered by international law Align foreign policy with international law
Module 4: Communication in Diplomacy and International Relations Protocol and diplomatic rules: - Letter-writing protocol - Protocol reception	Know good protocol practices Advice and support senior officials on the protocol level
Public communication and diplomatic language: - Practice of public communication - Practice of institutional communication - Diplomatic language and international negotiations	Practice public communication Practice institutional communication Practice diplomatic language in international negotiations
Communication and interpersonal relations: - Basic communication process - Perception and communication styles - Administrative correspondence	Practice interpersonal communication Practice institutional communication Write administrative correspondence Write diplomatic correspondence
Module 5: Economy, Diplomacy and International Relations Public policies, Diplomacy and International Relations: - Concept of public policy and decision-making process - Public policy development tools - Design and implementation of public policies - Analysis, monitoring and evaluation of public policies - Comparative case study: PAS-DSRP-MAP-PND - Plan Emergence Madagascar - Public cooperation policy	Design and implement public policies Analyze and evaluate public policies Establish international cooperation conducive to the implementation of public policies
International economy: - International trade - International finance - Economic integration and regional policy - Globalization and economic globalization	Understand international trade Exploit the opportunities offered by international trade Know the different instruments of international finance Exploit the opportunities offered by international finance Understand the regional integration process Analyze regional policy Exploit the opportunities offered by regional integration Understand the issues and challenges of globalization Identify threats and opportunities related to globalization
Module 6: Geostrategic and Geopolitics Geostrategic: - Defense and security law - Foreign policy in the face of major international issues Geopolitics: - Analysis and resolution of international crisis - Polemology	Know the international rights and obligations in defense and security Identify threats to national security Design a foreign policy protecting national interests Understand the process of settling international crises Design crisis'exit plans
Module 7: Development, Diplomacy and International Relations The main actors: - Bilateral and multilateral relations/institutions - New challenges and actors in international relations - Europe-Africa relationship - China-Africa relationship	Identify the main actors in international relations Understand the issues and challenges of globalization Identify threats and opportunities linked to globalization
Regional integration: - Regional integration logic - COMESA/COI/SADC - Other organisations	Understand the regional integration process Analyze regional policy Exploit the opportunities offered by regional integration
Contextualized diplomatic approach: - Economic diplomacy - Cultural diplomacy - Digital diplomacy	Establish international cooperation conducive to the implementation of public policies Design a foreign policy protecting national interests
Module 8: Planification and management Planning and development:	Understand the issue of sustainable development and think critically and

Contents	Skills
<ul style="list-style-type: none"> <li>- The Sustainable Development Goals</li> <li>- Strategic planning</li> <li>- Deconcentration, decentralization and decentralized cooperation</li> </ul>	<ul style="list-style-type: none"> <li>constructively about achieving the set goals</li> <li>Design and implement public policies</li> <li>Understand the importance of decentralization and deconcentration in the smooth running of the Administration</li> </ul>
Project management: <ul style="list-style-type: none"> <li>- Basics of classic project management</li> <li>- Basics of Results Based Management</li> <li>- Organizational development and performance</li> </ul>	<ul style="list-style-type: none"> <li>Design and implement public policies</li> <li>Analyze and evaluate public policies</li> </ul>

### 3.3. Skills Framework in Public Administration

The following table identifies the skills acquired by auditors in the Public Administration specialization.

**Table 4.** Skills framework in Public Administration.

Content	Skills
Module 2: Malagasy political and administrative organization Politics and Public Administration: <ul style="list-style-type: none"> <li>- Political history of Madagascar</li> <li>- Power, actors, political parties</li> <li>- Organization of government work</li> </ul>	<ul style="list-style-type: none"> <li>Know the political history of Madagascar</li> <li>Identify the actors of political life</li> <li>Understand the organization of government work</li> </ul>
Practice of decentralization and deconcentration: <ul style="list-style-type: none"> <li>- Decentralization law</li> <li>- The representative of the State and the decentralized services</li> <li>- Concept of local development</li> </ul>	<ul style="list-style-type: none"> <li>Differentiate between decentralization and deconcentration</li> <li>Understand the importance of decentralization and deconcentration in the smooth running of the Administration</li> <li>Know the role of the representative of the State and decentralized services</li> <li>Know the role of decentralized communities</li> </ul>
Module 3: Global legal framework of the Public Administration Internal legal standards: <ul style="list-style-type: none"> <li>- Constituent power and the Constitution</li> <li>- Legal texts</li> <li>- Regulatory texts</li> </ul>	<ul style="list-style-type: none"> <li>Appropriate the Constitution of the Republic</li> <li>Frame actions in accordance with the Constitution</li> <li>Appropriate internal legal instruments</li> <li>Use internal legal instruments within Public Administration</li> </ul>
International law and international conventions: <ul style="list-style-type: none"> <li>- Human Rights and International Humanitarian Law</li> <li>- International economic law</li> <li>- International criminal business law</li> <li>- International conventions</li> </ul>	<ul style="list-style-type: none"> <li>Appropriate international legal instruments</li> <li>Exploit the opportunities offered by international law</li> <li>Align the actions of the Public Administration with international law</li> </ul>
Module 4: Communication in Public Administration Public and institutional communication: <ul style="list-style-type: none"> <li>- Practice of public communication</li> <li>- Practice of institutional communication</li> </ul>	<ul style="list-style-type: none"> <li>Practice public communication</li> <li>Practice institutional communication</li> </ul>
Communication and interpersonal relations: <ul style="list-style-type: none"> <li>- Basic communication process</li> <li>- Perception and communication styles</li> <li>- Administrative correspondence</li> </ul>	<ul style="list-style-type: none"> <li>Practice interpersonal communication</li> <li>Practice institutional communication</li> <li>Write administrative correspondence</li> </ul>
Module 5: Economy and Public Administration Public policies and Public Administration: <ul style="list-style-type: none"> <li>- Concept of public policy and decision-making process</li> <li>- Public policy development tools</li> <li>- Design and implementation of public policies</li> <li>- Analysis, monitoring and evaluation of public policies</li> <li>- Comparative case study: PAS-DSRP-MAP-PND</li> <li>- Plan Emergence Madagascar</li> <li>- Case study</li> </ul>	<ul style="list-style-type: none"> <li>Design and implement public policies</li> <li>Analyze and evaluate public policies</li> </ul>
International economy: <ul style="list-style-type: none"> <li>- International trade</li> <li>- International finance</li> <li>- Economic integration and regional policy</li> <li>- Globalization and economic globalization</li> </ul>	<ul style="list-style-type: none"> <li>Understand international trade</li> <li>Exploit the opportunities offered by international trade</li> <li>Know the different instruments of international finance</li> <li>Exploit the opportunities offered by international finance</li> <li>Understand the regional integration process</li> <li>Analyze regional policy</li> <li>Exploit the opportunities offered by regional integration</li> <li>Understand the issues and challenges of globalization</li> <li>Identify threats and opportunities related to globalization</li> </ul>
Module 6: Management of Public Ressources Public Finance Management: <ul style="list-style-type: none"> <li>- Global legal framework</li> <li>- Local public finances</li> <li>- Financial management of public establishments</li> </ul>	<ul style="list-style-type: none"> <li>Appropriate legal instruments related to public finances</li> <li>Appropriate the financial management techniques of public establishments</li> <li>Know the budget preparation, execution and control process</li> <li>Know the functionalities of the SIGFP</li> </ul>

Content	Skills
- Budget control	
- Computerized management tool (SIGFP)	
Human Resources Management:	
- HRM in public organizations (Management of State Personnel)	Design and implement government personnel management policies
- Forecast Management of Workforce, Jobs and Skills	Know the features of the AUGURE application
- Computerized management tool (SIGRH-AUGURE)	
Accounting:	
- Public accounting	Practice public accounting
- Logistics and material accounting	Practice material accounting
Public procurements:	
- Principles and practices of public procurement	Practice public procurement
- SIGMP	Know the functionalities of SIGMP
- The Public-Private Partnership (PPP)	Exploit the opportunities offered by the Public-Private Partnership
Module 7: Public management	
New Public Management:	
- Context	Know the tools of public management
- Principles and concepts	Understand the stakes and challenges of New Public Management
- Madagascar and the New Public Management	Identify the threats and opportunities related to New Public Management
Global public management:	
- Large public services	Understand the concept of public service
- Organization and management of electoral operations	Understand the electoral mechanism
- Risk and disaster management	Understand the risk and disaster management mechanism
- Audit and management control in Public Administration	Know the tools and techniques of audit and management control in the Public Administration
- Public domain	Know the different types of State land domains
ICT in Public Administration:	Know the functionalities of computerized management systems in Public Administration
- Computerized management systems	
- Business intelligence	Exploit the opportunities offered by the use of new technologies in the decision-making process and the performance of administrative tasks
- Conceptual strategies and IT solutions	
Module 8: Planification and management	
Planning and development:	
- The Sustainable Development Goals	Understand the issue of sustainable development and think critically and constructively about achieving the set goals
- Strategic planning	Design and implement public policies
- Deconcentration, decentralization and decentralized cooperation	Understand the importance of decentralization and deconcentration in the smooth running of the Administration
Project management:	
- Basics of classic project management	Design and implement public policies
- Basics of Results Based Management	Analyze and evaluate public policies
- Organizational development and performance	

### 3.4. Skills Framework in Financial Administration

The table below shows the skills developed by auditors in Financial Administration during the training.

**Table 5.** Skills framework in Financial Administration.

Content	Skills
Module 2: Introduction to Public Finances	
Modern Public Finances:	
- Main principles	Appropriate legal instruments related to public finances
- Finance laws and budget	Know the budget preparation, execution and control process
- Budget nomenclatures	Practice public procurement
- Execution of public expenditure and revenue	
- Public procurements	
Taxation and Taxes in Madagascar:	
- The new tax strategy in Madagascar	Appropriate fiscal policy in Madagascar
- Concrete forms of tax collection	Appropriate sources of tax and non-tax revenue
- The taxation of foreign companies and international tax issues	
- Non-tax revenue (development prospects)	
- Local taxation	
Customs:	
- Customs policy and regimes for development	Appropriate the customs policy in Madagascar
- The various recent systems in the organization and management of the customs administration	Appropriate the Malagasy customs administration
Module 3: Programming and Budgeting	
Programming and budgeting tools:	
- The mid-term macro-budgetary framework (CMBMT)	Appropriate programming and budgeting tools
- The mid-term budgetary framework (CBMT)	Design and implement public policies
	Analyze and evaluate public policies

Content	Skills
<ul style="list-style-type: none"> <li>- The mid-term expenditure framework (CDMT)</li> <li>- Global treasury operations (OGT)</li> <li>- Aid and debt management</li> <li>- The levels of objectives and execution of public policies</li> <li>- Global strategy, sector strategies, action plan</li> </ul>	
Budget management by performance: <ul style="list-style-type: none"> <li>- Performance management and budgeting</li> <li>- Objectives and indicators</li> <li>- Policy levels</li> </ul>	Design and implement public policies Analyze and evaluate public policies
Module 4: Communication in Public Administration Public and institutional communication: <ul style="list-style-type: none"> <li>- Practice of public communication</li> <li>- Practice of institutional communication</li> </ul>	Practice public communication Practice institutional communication
Communication and interpersonal relations: <ul style="list-style-type: none"> <li>- Basic communication process</li> <li>- Perception and communication styles</li> <li>- Administrative correspondence</li> </ul>	Practice interpersonal communication Practice institutional communication Write administrative correspondence
Module 5: Economy and Public Administration Public policies and Public Administration: <ul style="list-style-type: none"> <li>- Concept of public policy and decision-making process</li> <li>- Public policy development tools</li> <li>- Design and implementation of public policies</li> <li>- Analysis, monitoring and evaluation of public policies</li> <li>- Comparative case study: PAS-DSRP-MAP-PND</li> <li>- Plan Emergence Madagascar</li> <li>- Case study</li> </ul>	Design and implement public policies Analyze and evaluate public policies
International economy: <ul style="list-style-type: none"> <li>- International trade</li> <li>- International finance</li> <li>- Economic integration and regional policy</li> <li>- Globalization and economic globalization</li> </ul>	Understand international trade Exploit the opportunities offered by international trade Know the different instruments of international finance Exploit the opportunities offered by international finance Understand the regional integration process Analyze regional policy Exploit the opportunities offered by regional integration Understand the issues and challenges of globalization Identify threats and opportunities related to globalization
Module 6: Financial and accounting management Accounting: <ul style="list-style-type: none"> <li>- General Accounting</li> <li>- Cost Accounting</li> <li>- Management of State's assets and material accounting</li> </ul>	Practice general accounting Practice cost accounting Practice material accounting
Computerized management systems: <ul style="list-style-type: none"> <li>- SIGFP</li> <li>- SIGMP</li> <li>- AUGURE</li> </ul>	Know the functionalities of computerized management systems in Public Administration
Audit and management control: <ul style="list-style-type: none"> <li>- General information on Audit and Management Control</li> <li>- Audit and Management Control in Public Administration</li> </ul>	Know the tools and techniques of audit and management control in Public Administration
Financial management of public establishments: <ul style="list-style-type: none"> <li>- General information on public establishments</li> <li>- Financial management of EPAs</li> <li>- Financial management of EPICs</li> </ul>	Appropriate financial management techniques of public establishments
Business Management: <ul style="list-style-type: none"> <li>- Company strategy and company policy</li> <li>- Financial management of companies</li> </ul>	Appropriate business management techniques
Module 7: Tools and services for budget control Public Expenditure and Financial Accountability (PEFA): <ul style="list-style-type: none"> <li>- General principles</li> <li>- PEFA methodology</li> <li>- Case study</li> </ul>	Appropriate the PEFA methodology
The General Control Directorates: <ul style="list-style-type: none"> <li>- General Directorate of Financial Control</li> <li>- General Directorate of State Inspection</li> <li>- General Directorate of Internal Audit</li> </ul>	Know the budget control services
Other control services: <ul style="list-style-type: none"> <li>- Court of Audit</li> <li>- Budgetary and Financial Discipline Council (CDBF)</li> </ul>	Know the budget control services
Module 8: Planification and management	



Content	Skills
Planning and development: <ul style="list-style-type: none"> <li>- The Sustainable Development Goals</li> <li>- Strategic planning</li> <li>- Deconcentration, decentralization and decentralized cooperation</li> </ul>	Understand the issue of sustainable development and think critically and constructively about achieving the set goals Design and implement public policies Understand the importance of decentralization and deconcentration in the smooth running of the Administration
Project management: <ul style="list-style-type: none"> <li>- Basics of classic project management</li> <li>- Basics of Results Based Management</li> <li>- Organizational development and performance</li> </ul>	Design and implement public policies Analyze and evaluate public policies

## 4. Exit Profile of the Auditors in Expertise Cycle

As the training is called the Expertise Cycle, holders of the High Studies Diploma in Administration should be called Experts in Diplomacy and International Relations, Public Administration, or Financial Administration, depending on their specialization. The exit profile describes the characteristics that auditors develop at the end of the training, and integrates the skills and knowledge to be developed in addition to the values and attitudes to be promoted during their training at ENAM [22]. As customary in the Malagasy Civil Service, the identification of skills acquired by specialization allows to define the missions and attributions that can be devolved to these Experts leaving ENAM, and to compare them with those of other existing bodies of public servants with a similar vocation, in order to justify the need to create a new body of public agents corresponding to their qualifications.

### 4.1. Missions and Attributions of Experts in Diplomacy and International Relations

During their training, Experts in Diplomacy and International Relations developed skills in international law, geopolitics and geostrategic, international economics and development policy, diplomatic rules and diplomatic communication, as identified in the skills' framework we developed for this specialization. Just like Diplomatic and Consular Agents [23], their skills allow them to develop relations with other States, to participate in the negotiation of bilateral and multilateral treaties, conventions and agreements, and to represent Madagascar to States and international, regional and sub-regional organizations. Experts in this specialization are able to promote the interests of Madagascar and its brand image, and to defend and protect Malagasy nationals and their interests as well as the property of the Malagasy State abroad. They can also provide to the various national authorities and operators the data, information, analysis and recommendations necessary for the development, defense and preservation of national interests as well as for the conduct of international affairs. In addition, according to the mission entrusted to them, the Experts in Diplomacy and

International Relations are intended to contribute to the implementation of the national policy in terms of external relations, not only at the level of the Ministry in charge of Foreign Affairs, but also at the level of other ministries, institutions and decentralized territorial collectivities, using various diplomatic channels.

### 4.2. Missions and Attributions of Experts in Public Administration

According to the skills' framework established in Public Administration, Experts in this specialization have skills in planning, economics, management, law and administrative organization. Thus, they have a profile compatible with the missions of Civil Administrators [24], combined with the attributions of the Planning Agents [25]. Indeed, they can be responsible for the general administrative tasks of all the branches of the Malagasy Administration, the financial management of public services, the steering of economic and social development, and negotiation at the strategic level. Experts in Public Administration are intended to intervene in all phases of the operational planning process, from general design to monitoring and evaluation, including management, coordination, organization, programming and supervision. In addition, they may occupy positions responsible both for commanding the actions of the Administration and for their control.

### 4.3. Missions and Attributions of Experts in Financial Administration

In Financial Administration, the proposed framework shows that Experts acquire skills in public finance, programming, budgeting and control, economics, and financial and accounting management. On the one hand, they are able to assume the tasks devolved to the Administrators of Financial Services [26] from the preparation of budget proposals to the settlement laws, and can participate in the design, control, supervision and management of the budget, not only within the ministry responsible for the budget, but also at the level of other ministries and various institutions. On the other hand, they can perform some of the missions assigned to the Treasury Inspectors [27] such as determining the main orientations of the State in terms of public policy, the coordination of macroeconomic programs, the development



and conduct of financial policy, financial and accounting management of State branches, territorial communities and public establishments, management of the State's portfolio as a shareholder, and preparation of negotiations with international organizations.

## 5. Conclusion

The application of the skill-based approach in Expertise Cycle at ENAM aims to develop in auditors a personal culture that will allow them to keep informed of activities both nationally and internationally, and know how to act in all professional situations they could be confronted with within the Malagasy Administration. Indeed, the training they followed allows them to proceed in a methodical way to carry out a task, with capacities for information, understanding, selection, planning, regulation and verification in the accomplishment of their missions.

The translation of the content of the curricula taught during the 2019-2020 training year in terms of skills allows identifying the skills acquired by the auditors of each specialization during the training. The skills' frameworks which we established can be used to identify the specificities of the qualification of holders of the High Studies in Administration Diploma according to their specialization, and to distinguish them from the existing bodies of civil servants. Thus, the Experts leaving ENAM can occupy the functions of representation, design, planning, negotiation, information, analysis and research, studies and teaching, coordination and supervision, management, implementation, execution, inspection and control, both at the level of the central administration and in the external representations of Madagascar, even within international organizations.

In view of their profile, the Experts are trained so as to have public servants with an institutional and interministerial vocation such as Civil Administrators, in charge of high design, organization, management and evaluation tasks such as Senior Planners. Like State Inspectors [28], Experts should be able to be appointed member of a commission of inquiry relating to cases related to their areas of expertise. Thus, the Experts leaving ENAM deserve special consideration at the level of the Malagasy Civil Service, in particular the creation of a new body of civil servants and their reclassification in Category IX.

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