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| u | Sessions | Topic | Relevant competencies addressed | Associated sub-competencies |
|  | **SCHOOL MANAGEMENT AND LEADERSHIP TRAINING WORKSHOP** | | | |
|  | Module 1 | Need analysis – interpreting data | 1.Education Expertise | -Education policy development  -Evaluating and assessing  -Decision making  -continuous professional development |
|  |  |  | 10. Problem solving and decision making | -Analytical skills  -System and strategic thinking  -Logical and critical communication |
|  |  |  | 12. Managing and measuring work | -Planning and organizing  -Managing data and information |
|  | Module 2 | Relevance of Gender in Educational Leadership and Teaching Learning Process | 2.Knowledge of education and schooling system, processes, rules and norms | -Knowledge and understanding of Afghanistan education law and procedures.  -Knowledge of National Education Strategic Plan  ***[Relevance of gender is considered essential but is not mentioned in the competency framework]*** |
|  | Module 3 | Educational Leadership | 1.Education Expertise | - Coaching and Mentoring  - Develop Self and Others  - Decision Making |
|  |  |  | 2.Communicating effectively and with impact | -Communicate and interact effectively  - Active listening  -Inspiring others  -Collaboration  -Interpersonal relationships |
|  |  |  | 3.Developing Self and Others | - Coaching and Mentoring  -Setting learning and growth plan  -Training  -Appraising staff  -Delegating tasks  -Learning |
|  |  |  | 4. Problem Solving and Decision Making | - Creative and Innovative Thinking  -Logical and Critical Communication  -Risk Management  -Self-Awareness & Management  -Analytical Skills  -Negotiation Skills  -Strategic thinking  -Trouble shooting |
|  |  |  | 5. Working Effectively with Others | -Team work  -Adaptability  -Influencing |
|  |  |  | 6. Planning and Organizing | - Setting goals and objectives  -Prioritizing tasks and activities  -Managing time and resources  -Coordinating with others  -Delegating responsibility and authority  -Managing changes and chaos |
|  | Module 4 | Educational Management | 1.Eduction Expertise | -School Management  -Educational Monitoring and Supervision  -Evaluating & Assessing  -Decision Making  -Continuous Professional Development (CPD) |
|  |  |  | 2.Knowledge of education and schooling system, processes, rules and norms | -Knowledge and understanding of Afghanistan education law and procedures.  -Knowledge of National Education Strategic Plan  -Understanding of MOE education policies, SOPs, guidelines and forms. |
|  |  |  | 3.Knowledge of Pedagogy | -Knowledge of Pedagogical Approaches  -Knowledge of learning and teaching processes  -Knowledge of learning theories  -Motivation of teachers  -Child Psychology |
|  |  |  | 4.Reporting and Feedback | -Report Writing  -Observation of attitude and actions  -Understanding of MOE standards reporting formats.  -Monitoring of planned activities.  - Constructive and effective feedback |
|  |  |  | 5. Documentation and Record Keeping | - Documenting and recording events and activities.  -Managing and archiving files and documents  -Storing, organizing and retrieving data and information |
|  |  |  | 6.Managing and Measuring Work | - System Thinking  -Strategic Thinking  -Effective oral and written communication  -Planning and organizing  -Monitoring and supervising  -Managing data and information  -Managing Change and development |
|  | SCHOOL MANAGEMENT AND LEADERSHIP TRAINING | | | |
|  | Sessions | Topic | Relevant competencies addressed | Associated sub-competencies |
|  | Module 1 | ***Competency***  ***Based Capacity***  ***Building***  ***Professional***  ***Development*** | 1.Developing Self and others | * Coaching and Mentoring * Setting learning and growth plan * Training |
|  |  |  | 2.Problem solving and decision making | * Creative and Innovative Thinking * Logical and Critical Communication * Self-Awareness & Management * Social Awareness and Management. * Analytical Skills |
|  |  |  | 3. **Planning & Organizing** | * Setting goals and objectives * Prioritizing tasks and activities * Managing time and resources * Coordinating with others |
|  |  |  | **4.Personal Learning and Growth** | * Learning from environment and peers * Observing * Active listening * Giving and receiving feedback |
|  |  |  | 5.Creativity and innovation | * Measuring and assessing * Generating ideas * Problem-Solving * Critical thinking * Focusing on tasks |
|  | Module 2 | ***Role of***  ***Academic***  ***Supervisor and***  ***Social***  ***Mobilizer as***  ***Facilitator*** | 1.Developing Self and others | * Coaching and Mentoring * Setting learning and growth plan * Training |
|  |  |  | 2.Problem solving and decision making | * Creative and Innovative Thinking * Logical and Critical Communication * Self-Awareness & Management * Social Awareness and Management. * Analytical Skills |
|  |  |  | 3. **Planning & Organizing** | * Setting goals and objectives * Prioritizing tasks and activities * Managing time and resources * Coordinating with others |
|  |  |  | 4. Education expertise | * Continuous professional development |
|  | Module 3 | Management at School level | 1.Education expertise | * School Management * Educational Monitoring and Supervision * Develop Self and Others * Decision Making * Continuous professional development |
|  |  |  | 2.Knowledge of education and schooling system, processes, rules and norms | * Knowledge and understanding of Afghanistan education law and procedures. * Knowledge of National Education Strategic Plan * Sound understanding of MOE education policies, SOPs, guidelines and forms. |
|  |  |  | 3.Communicating effectively & with impact (Oral and Written) | * Effective communication and interaction * Active listening * Collaboration * Meeting effectiveness |
|  |  |  | 4.Working effectively with others | * Team work * Effective oral communication * Active listening * Relationship building * Negotiation and conflict management * Adaptability * Influencing others |
|  |  |  | 5. Managing and measuring work | * Strategic Thinking * Planning and organizing * Monitoring and supervising * Managing Change and development |
|  |  |  | 6.Planning and organizing | * Prioritizing tasks and activities * Managing time and resources * Coordinating with others * Delegating responsibility and authority * Managing changes and chaos * Integrating systems, processes and procedure |
|  | Module 4 | School leadership | 1.Education expertise | * Teaching * School Management * Educational Monitoring and Supervision * Evaluating & Assessing * Coaching and Mentoring * Develop Self and Others * Decision Making * Continuous Professional Development |
|  |  |  | 2.Knowledge of pedagogy | * Knowledge of Pedagogical Approaches * Knowledge of learning and teaching processes * Motivation of teachers * Child Psychology |
|  |  |  | 3.Reporting and feedback | * Monitoring of planned activities * Constructive and effective feedback |
|  |  |  | 4.Documentation and record keeping | * Documenting and recording events and activities. * Managing and archiving documents and information |
|  |  |  | 5Observing & Gathering Information. | * Communicating and interacting effectively. * Attention to detail * Active listening * Asking questions with purpose * Critical Thinking |
|  |  |  | 6. Developing self and others | * Coaching and Mentoring * Training * Appraising staff * Delegating tasks |
|  |  |  | 7.Problem solving, decision making | * Creative and Innovative Thinking * Logical and Critical thinking * Risk Management * Self-Awareness & Management * Social Awareness and Management. * Analytical Skills * Negotiation Skills * System & Strategic Thinking * Active listening * Troubleshooting |
|  |  |  | 8.Managing and measuring work | * System Thinking * Strategic Thinking * Planning and organizing * Managing Change and development |
|  |  |  | 9.Planning and organizing | * Setting goals and objectives * Prioritizing tasks and activities * Managing time and resources * Coordinating with others * Delegating responsibility and authority * Managing changes and chaos * Integrating systems, processes and procedure * Managing data and records |
|  | **SOFT SKILLS TRAINING** | | | |
|  | Module 1 | Critical thinking | 1.Observing and gathering information | * Communicating and interacting effectively. * Paying attention to details * Listening actively * Asking relevant questions with purpose * Critical Thinking |
|  |  |  | 2.Problem solving and decision making | * Creative and Innovative Thinking * Logical and Critical Communication |
|  |  | Problem Analysis | 1.Problem solving and decision making | * Creative and Innovative Thinking * Logical and Critical Communication * Risk Management * Self-Awareness & Management * Social Awareness and Management. * Analytical Skills * Negotiation Skills * System & Strategic Thinking * Active listening * Troubleshooting |
|  |  |  | 2.Creativity and innovative thinking | * Measuring and assessing * Ability to generate ideas * Problem-Solving * Critical thinking * Enquiry |
|  |  | Reasoning and decision making | 1.Education expertise | * Decision making |
|  |  |  | 2.Managing and measuring work through processes and systems | * System Thinking * Strategic Thinking * Effective oral and written communication * Planning and organizing * Monitoring and supervising * Managing data and information * Managing Change and development |
|  |  | Planning | 1.Managing and measuring work through processes and systems | • System Thinking  • Strategic Thinking  • Effective oral and written communication  • Planning and organizing  • Managing data and information |
|  |  |  | 2.Planning and organizing | * Setting goals and objectives * Prioritizing tasks and activities * Managing time and resources * Coordinating with others * Delegating responsibility and authority * Managing changes and chaos * Integrating systems, processes and procedure * Managing data and records |
|  |  |  | 3.Creativity and innovation | * Measuring and assessing * Ability to generate ideas * Problem-Solving * Critical thinking * Focusing on tasks * Enquiry * Curiosity * Mindfulness |
|  |  | Communication | 1.Communicating effectively & with impact (Oral and Written) | * Communicate and interact effectively * Listen Actively * Inspire others * Collaborate with others. * Present and visualize data and Information * Ensure meeting effectiveness * Technology and social media savvy * Relationships with others |
|  |  |  | 2. Managing and measuring work through processes and systems | * Effective oral and written communication |
|  |  | Networking | 1.Working effectively with others | * Honesty and Integrity * Team work * Effective oral communication * Active listening * Building community relationship * Negotiation and conflict management * Adaptability * Empathy * Flexibility * Influencing * Sociability |
|  |  | Documentation | Documentation and record keeping | * Ability to document and record events and activities. * Managing and archiving files and documents * Storing, organizing and retrieving data and information. |
|  |  | Writing: proposal writing | 1.Reporting and feedback | * Writing and reading ability in both national languages (Dari and Pashtu) * Observing events, attitude and actions |
|  |  |  | 2.Communicating effectively & with impact (Oral and Written) | * Present and visualize data and Information |
|  | ACADEMIC SUPERVISION TO IMPROVE LEARNING OUTCOMES FOR STUDENTS | | | |
|  | Role and responsibilities of AS | Academic supervision – need and purpose | 1.Education expertise | * Teaching * School Management * Educational Monitoring and Supervision * Curriculum Development * Evaluating & Assessing * Coaching and Mentoring * Develop Self and Others * Decision Making * Continuous Professional Development (CPD) |
|  |  | Data based decision making | 1.Managing, measuring work… | * Planning and organizing * Managing data and information |
|  |  |  | 2.Planning and organizing | * Integrating systems, processes and procedure * Managing data and records |
|  |  | Documentation:  *Reporting and Feedback, Record Keeping* | 1.Reporting and feedback | * Writing and reading ability in both national languages (Dari and Pashtu) * Observing events, attitude and actions * Understanding of MOE standards reporting formats. * Monitoring of planned activities of teachers. * Constructing and giving effective feedback |
|  |  |  | 2.Documentation and record keeping | * Knowledge and understanding of MOE record management procedures * Use of MoE formats for documentation and recording activities. * Ability to document and record events and activities. * Managing and archiving files and documents * Storing, organizing and retrieving data and information |
|  | Leadership | Instructional leadership | 1.Knowledge of education and schooling system, processes, rules and norms | * Knowledge and understanding of Afghanistan education law and procedures. * Knowledge of National Education Strategic Plan * Sound understanding of MOE education policies, SOPs, guidelines and forms |
|  |  |  | 2.Knowledge of pedagogy | * Knowledge of Pedagogical Approaches * Knowledge of learning and teaching processes * Lesson plan development * Knowledge of learning theories * Motivation of teachers * Knowledge of digital pedagogy * Child Psychology |
|  |  |  | 3.Education expertise | * Educational Monitoring and Supervision * Curriculum Development * Evaluating & Assessing * Coaching and Mentoring * Develop Self and Others * Decision Making * Continuous Professional Development (CPD) |
|  | SIP | Evaluating SIP and feedback | 1.Education expertise | * School Management * Educational Monitoring and Supervision * Evaluating & Assessing * Develop Self and Others * Decision Making |
|  |  |  | 2.Knowledge of education and schooling system, processes, rules and norms | * Knowledge and understanding of Afghanistan education law and procedures. * Knowledge of National Education Strategic Plan * Understanding of MOE education policies, SOPs, guidelines and forms. |
|  |  |  | 3.Problem solving and decision making | * Creative and Innovative Thinking * Logical and Critical Communication * Risk Management * Analytical Skills * Negotiation Skills * System & Strategic Thinking |
|  |  |  | 4.Planning and organizing | * Setting goals and objectives * Prioritizing tasks and activities * Coordinating with others * Managing changes and chaos * Integrating systems, processes and procedure * Managing data and records |
| INCLUSIVE SCHOOLING ***(Note: The competency framework is missing specific reference to inclusive education)*** | | | | |
|  | Diversity and inclusion | Barriers to school education (children with disabilities, and gender inclusive education) | 1.Education expertise | * Education Policy Development * School Management * Develop Self and Others * Decision Making |
|  |  |  | 2.Knowledge of education system, policies, rules, norms | * Knowledge and understanding of Afghanistan education law and procedures. * Knowledge of National Education Strategic Plan * Sound understanding of MOE education policies, SOPs, guidelines and forms. |
|  |  |  | 3.knowledge of pedagogy | * Knowledge of Pedagogical Approaches * Knowledge of learning and teaching processes * Knowledge of learning theories * Knowledge of digital pedagogy * Child Psychology |
|  |  |  | 4.knowledge of teaching methodology | * Honesty and commitment to the profession. * Impartiality and fairness. * Positive and conducive learning environment setting. * Multiple teaching methods and instructional strategies to engage students in learning process effectively. * Effective communication with students and parents. |
|  |  |  | 5.Problem solving and decision making | * Creative and Innovative Thinking * Logical and Critical Communication * Self-Awareness & Management * Social Awareness and Management. * Analytical Skills * Negotiation Skills * System & Strategic Thinking * Active listening |
|  |  |  | Working effectively with others | * Honesty and Integrity * Team work * Effective oral communication * Active listening * Building community relationship * Negotiation and conflict management * Adaptability * Empathy * Flexibility * Influencing |
| CONTINUOUS PROFESSIONAL DEVELOPMENT | | | | |
| Module1 | Theories of learning | Collaborative learning  (Teacher learning clusters/ learning circles) | 1.Education expertise | * Evaluating & Assessing * Coaching and Mentoring * Develop Self and Others * Continuous Professional Development (CPD) |
|  |  |  | 2.knowledge of pedagogy | * Knowledge of Pedagogical Approaches * Knowledge of learning and teaching processes * Knowledge of learning theories * Motivation of teachers * Child Psychology |
|  |  |  | 3.Developing self and others | * Coaching and Mentoring * Setting learning and growth plan * Training * Appraising staff * Learning |
|  |  |  | 4.Working effectively with others | * Team work * Effective oral communication * Active listening * Building community relationship * Adaptability * Empathy * Flexibility * Influencing * Sociability |
|  |  |  | 5.personal learning and growth | * Learning from environment and peers * Observing * Active listening * Getting feedback * Self-esteem and confidence |
| Module 2 | Pedagogy and classroom management | How people learn | 1.knowledge of pedagogy | * Knowledge of Pedagogical Approaches * Knowledge of learning and teaching processes * Lesson plan development * Knowledge of learning theories * Motivation of teachers * Knowledge of digital pedagogy * Child Psychology |
|  |  | How to teach | 1.Teaching methodology | * Impartiality and fairness. * Positive and conducive learning environment setting. * Multiple teaching methods and instructional strategies to engage students in learning process effectively. * Effective communication with students and parents. * Proficiency with informal and formal formative and summative assessment techniques to monitor student performance and progress. * Application and use of technology, portfolios and other creative methods to assess students |
|  |  | Classroom facilitation skills | 1.Effective oral and written communication | * Communicate and interact effectively * Listen Actively * Inspire others * Collaborate with others. * Sustain relationship with others |
|  |  | Effective content presentation | 1.Creativity and innovation | * Ability to generate ideas * Problem-Solving * Critical thinking * Enquiry * Curiosity |
|  |  |  | 2.Pedagogy | * Knowledge of learning and teaching processes * Lesson plan development * Knowledge of learning theories |
|  |  | Lesson planning | Pedagogy | * Lesson planning |
|  |  | Rules and routines for consistency (***No specific competencies related to class management in the framework.)*** | 1.Education expertise | * Teaching * Develop Self and Others * Continuous Professional Development (CPD) |
|  |  |  | 2.Teaching methodology | * Positive and conducive learning environment setting. * Effective communication with students and parents. |
|  |  | Reparation and restorative classroom practices | 1.Education expertise | * Teaching * Develop Self and Others * Continuous Professional Development (CPD) |
|  |  |  | 2.Teaching methodology | * Positive and conducive learning environment setting. * Effective communication with students and parents. |
|  |  | Reducing friction and conflict management | 1.knowledge of education system, rules, norms | * Knowledge and understanding of Afghanistan education law and procedures. * Sound understanding of MOE education policies, SOPs, guidelines |
|  |  |  | 2.teaching methodology | * Impartiality and fairness. * Positive and conducive learning environment setting. * Effective communication with students and parents. |
|  |  |  | 3.Communicating effectively and with impact | * Communicate and interact effectively * Listen Actively * Inspire others * Collaborate with others. * Sustain relationship with others |
|  |  |  | 4.Problem solving | * Logical and Critical Communication * Risk Management * Self-Awareness & Management * Social Awareness and Management. * Analytical Skills * Negotiation Skills * Active listening * Troubleshooting |
|  |  |  | 5.Working effectively with others | * Honesty and Integrity * Team work * Effective oral communication * Active listening * Building community relationship * Negotiation and conflict management * Adaptability * Empathy * Flexibility * Influencing * Sociability |

***Note: The competencies and sub competencies listed in the table above for each of the modules/topics in the proposed training package, can be used to design activities and discussions included in the workshops. Competencies related to educational leadership, inclusive education, class management, and conflict management, are not explicitly mentioned in the framework, and may need to be added. Many competencies listed in the framework, which refer specifically to knowledge of MoE formats, NESP and policies and protocols, do not need to be included in the training package, but may be referenced for self-study or for additional trainings to be offered by GDAS. However, they can be mentioned in the plan as competencies that will be referenced but not covered by the training package.***