«Promoting Standards of Excellence in Human Resources Management at Sub-National Level in Africa»

Sharing a Transformative Initiative
from the United Cities and Local Governments of Africa (UCLG Africa)

Dr Najat Zarrouk

A QUOTE FROM OECD….

«A well-functioning public administration has advantages and benefits both for individuals and the State.

First, it enables governments to achieve their policy objectives and ensures proper implementation of political decisions and legal rules, and therefore promotes political efficiency and stability. Conversely, poor public administration causes delays, inefficiency, uncertainty, corruption, and other forms of maladministration, which lead to citizens' resentment, disappointment, resistance, and protest against the State and its institutions. These undermine the legitimacy of the government and can lead to a failing State….

Second, the importance of public administration for the development of the economy is internationally acknowledged".

Source: OECD-SIGMA. The Principles of Public Administration: A Framework for the ENP (European Neighborhood Policy) Countries, www.sigmaweb.org ; sigmaweb@oecd.org , page 6).

I- The Context Matters:
Between Commitments & Challenges…

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	The 2030 Agendas for the World We Want, in particular: SDGs 8, 11, and 16.
	U.N. General Assembly Resolution A/77/447/Add.4, 6 December, 2022 **Eradication of poverty and other development issues: Human Resources Development.**
	2063 Agenda for the Africa We Want & its 7 Aspirations.
	African Charter on the Values and Principles of Decentralisation, Local Governance and Local Development (2014): Article 16 on Efficiency. Article 16.2: Resource Mobilization and Utilisation a) «*Local Governments shall be provided with the required Human, Financial and Technological Resources to effectively and efficiently discharge their Responsabilities*».

United Nation's General Assembly Resolution on Human Resources Development

«*Stressing that Human Resources Development lies at the heart of Sustainable Development in its three dimensions and that health and education are at the core of human resources development*»

2. Calls upon the International Community to place Human Resources Development at the core of economic and social development and to develop short-, medium- and long-term strategies to effectively enhance human resources capacities, as educated, skilled, healthy, capable, productive and adaptable workforces are the foundation for achieving sustained, inclusive and equitable economic growth and development".

HIS MAJESTY KING MOHAMMED VI OF MOROCCO - May God Protect Him,
"Our choice is to promote Human Resources, knowing that Human Capital is the lever of development and the source of wealth. It is also the vector of transformation and management of other resources and their integration into the development process"
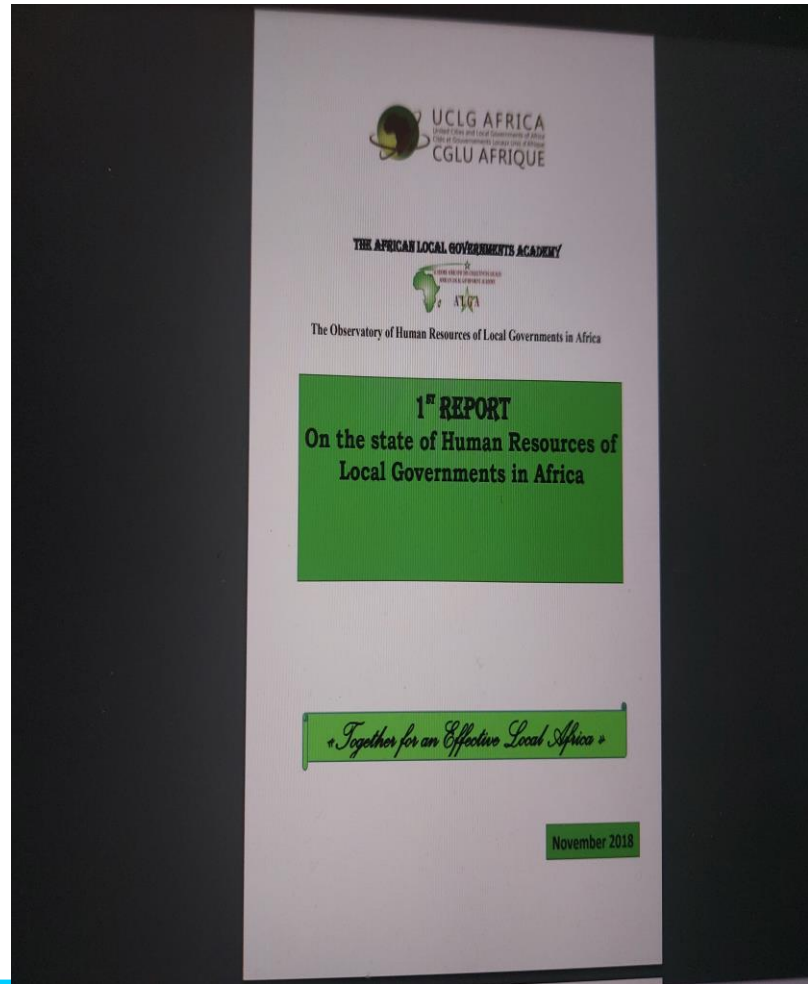**Throne's Speech, 2000**
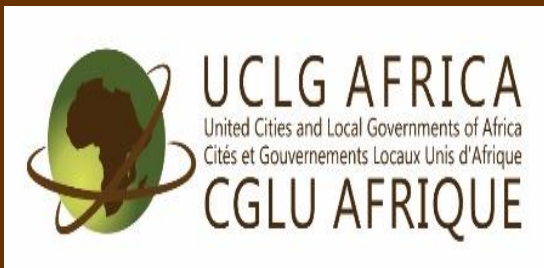
UCLG Africa Vision & Strategy (GADDEPA) 2021-2030

Several Pillars of Action: Advocacy, Capacity Building and Development, Technical Assistance, Resources and Partnerships Mobilization.

Investment in Human Capital at Subnational Level through it ALGA Academy.

UCLG AFRICA
United Cities and Local Governments of Africa
Cités et Gouvernements Locaux Unis d'Afrique
CGLU AFRIQUE

The Main Challenges...

➢ The main challenges facing Civil Service and HR Management at Subnational Level in Africa.

➢ The Impact of the Digital Transformation

➢ The Impact of the Covid-19 Pandemic.

II- Promoting Standards of Excellence in HR Management at Subnational Level in Africa by UCLG Africa

Standard 1	Standard 2	Standard 3	Standard 4
Existence and Implementation of political, legal and institutional frameworks/ Regulations for the Subnational Civil Service.	The Autonomy recognized to Subnational Government in terms of HRM, organization and operating of Local Public Administration	The entire Recruitment Process is based on Merit, equal treatment and opportunities, with measures to limit discretion and arbitrariness.	The salary system is based on job classification, is fair, transparent and scalable.
Standard 5	**Standard 6**	**Standard 7**	**Standard 8**
Existence of a job description and skills framework is developed + implementation mechanisms.	Existence of a Training and Capacity Development and Building Strategy, supported by an appropriate budget.	Existence of a Diversity and Gender Mainstreaming Action Plan, + measures to fight stereotypes and discrimination.	Existence of an Information and Data System for HRM (SIGRH)
Standard 9	**Standard 10**	**Standard 11**	**Standard 12**
Existence of measures to promote integrity, prevent/fight corruption, to enhance professionalism, discipline and ethics.	Institutionalized and structured Social Dialogue (based on Good Will), with employee's Representatives.	Existence of an Action Plan and Measures for Performance Evaluation of the employees.	Existence of measures, mechanisms and initiatives for the Recognition of Merit & Rewarding.