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«Financing Learning, Training and Capacity-Building for Local Elected Officials and Local Human Resources in Africa: Towards Innovative and Sustainable Mechanisms»

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Issue # 1, JUNE 2019

Theme:

"The main functions of Human Resources Management at the level of African Territorial Administrations: Sharing experiences!"

"Together for an Effective Local Africa"
# TABLE OF CONTENT

**Editorial**, Dr. Najat Zarrouk, Director of the African Local Government Academy (ALGA) of UCLG-Africa, Vice-President of the Public Administration HRM Network in Africa (APS-HRMNet) .................................................................................................................. 3

**Presentation of African Local Managers’ Voice**, Dr. KAMATE Ismael, Officer in charge of the Observatory of Human Resources of Local and Subnational Governments in Africa, UCLG Africa .......................................................................................................................... 4

**ALGA at a glance** ................................................................................................................................. 4

The Observatory of Human Resources of Local Governments in Africa at a glance ............... 5

Knowing and adhering to UCLG Africa’s Professional Networks of Managers of African Local Governments ........................................................................................................................................................................ 5

**AFRICAN LOCAL MANAGERS : THE FLOOR IS YOURS**........................................................................... 6

"**Strategic Planning of Human Resources; Experience of the Département of Louga**", Mr. Badara SAMB, Head of HRM, Département of Louga, Senegal, Vice President for West Africa of the Local Africa HRNet Network of UCLG Africa .................................................................................................................. 6

"**The recruitment and selection at the level of the African Territorial Administration: sharing experiences from Ghana**" Ms Perpetual N.O. Lamptey, HRM (Local Government Service (LGS – Ghana) .......................................................................................................................... 8

"**Career Management within the City of Bujumbura**” Nzoyisaba Claver, Chief Administrative Officer of the City of Bujumbura – Burundi, Vice President for East Africa- Local Africa HRNet .................................................................................................................................................. 10

"**The hierarchy of sanctions in Local Administrations in Central Africa: the issue of discipline**”, Mrs. Marie Reine Makanda Kodono, HR Manager of the City of Bangui, Central African Republic, Vice President for Central Africa of the Local HR-Net Network .............. 11

"**The Performance Management System at the level of African Territorial Administration: sharing experiences from Ghana**” Ms Perpetual N.O. Lamptey, HRM (Local Governments Service, LGS – Ghana) .......................................................................................................................... 12

"**Staff Evaluation: Experience of the City of Tsévié**”, Ms. Kassem Tsadi-Malim Adèle, HR Manager – Tsévié City Council – Togo ........................................................................................................................................ 14

"**Modernization of HRM by outsourcing certain missions: Experience of the Commune of Agadir**", By Mr. Lahcen Ben Mohamed, Head of the Human Resources Department of the Commune of Agadir (Morocco), Vice-President for North Africa of the Local Africa HR Net Network, UCLG Africa ........................................................................................................................................ 17

**Innovative Practice of an "Eco-City" at the Service of Its Staff**, (Administration's Mobility Plan (PDA), Study on the practices and the consequences of the mobility of the staff of the Commune of Agadir, Morocco ................................................................................................................................ 19

**ALGA NEWS** ........................................................................................................................................... 20
Editorial
Dr. Najat Zarrouk
Director of UCLG-Africa’s African Local Government Academy (ALGA)
Vice-President of the Public Administration Network of HR Managers in Africa (APS-HRMNet)

UCLG Africa represents the Voice of Local Africa and works to build African Unity from the grassroots. As such, its mission is to promote and make the voice of all local actors in Africa heard. One of the least heard and least visible local actors are often the African Local Managers who are nevertheless at the heart of the development dynamics in the territories who host and serve citizens and communities on a daily basis and ensure the organization and provision of Local Public Services.

It is in order to remedy this situation that UCLG Africa, through its African Local Government Academy and the Observatory of Human Resources of African Local and Subnational Governments, has worked, facilitated and supported the multiplication and reinforcement of spaces for meetings, dialogue, expression, and exchange of views for African Territorial Managers.

To this end, UCLG-Africa has set up several African Local Managers' Networks to serve as a space of representation, meeting, fraternization, sharing of experience, professionalization and visibility for these stakeholders. These include the Network of Chief Financial Officers (CFOs) (Africa FINnet), the Network of City Managers ("Secretaries General") (Africa MAGnet), the Network of Chief Technical Managers (CTOs) (Africa TECHnet), and the Network of Human Resources Managers and Officers (Local Africa HR-Net).

The voice of African Local Managers is a new product of the Observatory and a new opportunity for the promotion, visibility, and development of African Local Managers, giving them a platform to express themselves, to share their challenges, to share their experience and best practices, to bring out the daily realities of their jobs, and to make concrete proposals for reform and improvement.

Being the Tribune of African Local Managers, it is up to them to surround this outlet with the best conditions of success and durability, knowing that ALGA and the Observatory will always be at their disposal.

Long Live the Voice of African Local Managers! /.
The African Local Managers' Voice is a new publication proposed by the Observatory of Human Resources of the Local and Subnational Governments within the framework of the development of the Human Resources of African Local and Subnational Governments. This new platform offered to Territorial Managers wishes to be window to enhance the role of the Human Resources Management (HRM) at the local level, as well as a means of communication to enhance the visibility of local Human Resources, by offering them a space where they can present and promote their missions, their professions, their challenges, their innovation, and their creativity. Territorial Managers can also be sharing their opinions on various issues related to HRM in their administrations. In fact, faced with the lack of information on the professions of the African Local Authorities, including that of the HRM, the participation of the territorial managers in the reflection and the production of knowledge around these professions constitutes an important element and a invaluable source of information for a better knowledge, understanding, and management of the issues relating to such professions. This publication will also be a platform for the emergence and dissemination of the experience, innovations, and best practices that certainly exist within African Local and Subnational Governments. The goal will therefore be to inform, disseminate, share, and value any initiative emanating from an African Local Manager. As a first step, the Bulletin will welcome contributions in English and French, with the future perspective of investing better in the cultural diversity that characterizes our Continent.

ALGA at a glance....

The African Local Government Academy (ALGA) whose motto is "For a successful Local Africa" is the UCLG-Africa Strategic Lever used to invest in the Human Capital of Local and Subnational Governments in Africa, through learning, training, capacity building, upgrading the Local Public Administration, for modernization of human resources management at the local level, and for the promotion of standards of excellence in training and capacity building targeting the African Local and Subnational Governments. The Academy has set up both the Human Resources Observatory of Local and Subnational Governments in Africa and an innovative, diverse (face-to-face
and distance-learning), and "à la Carte" training offering. To carry out its activities, ALGA collaborates with a Network of Anchorage Institutes in Africa (about thirty Training Institutes) and with a Network of Partners at the global level.

**The Observatory of Human Resources of the Local and Subnational Governments in Africa at a glance....**

The Human Resources Observatory of Local and Subnational Governments in Africa is one of the four pillars on which the UCLG African Local Government Academy (ALGA) is founded. Its main mission is to make available to all actors and stakeholders involved in the process of Decentralization, Local Governance and Local Development in Africa, on a continuous basis, information, studies and reports, analyses, as well as innovative and effective approaches and techniques for modernization of Human Resource Management and Local Governance. In this respect, the Observatory aims to be a monitoring, support and decision support platform for the management, enhancement, modernization and upgrading of Human Resources at the level of the Local and Subnational Governments in Africa. The Observatory is also intended as a reservoir for the census and the promotion of HRM best practices at the local level.

In this sense, the Observatory carries out several activities, including:

- Monitoring activities to continuously follow up on the evolution of HRM practice within the Local and Subnational Governments;
- Identifying, promoting and disseminating best practices in this area;
- Research activities based on evaluative and prospective studies with a view to proposing tools and approaches for the modernization of HRM systems within Local and Subnational Governments;
- Organizing meetings on topics related to HRM at the local level;
- The Secretariat and the animation of the Network of Human Resources Managers of Local and Subnational Governments in Africa;
- The coordination of the Tribune, the Voice of African Local Managers.

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**Knowing and adhering to UCLG Africa’s Professional Networks of Managers of African Local Governments**

As part of the strengthening of its Members and the professionalization of Territorial Managers, UCLG Africa has adopted networking as one of its pillars for action. The networks of African Local Managers created by UCLG Africa to date are:

- **REFELA**: Network of Female Elected Officials of Africa, created in Tangiers, Morocco in 2011;
- **Africa FINnet**: Network of Chief Financial Officers, created in Rabat, Morocco in 2013;
- **LEDNA**: African Network for Local Economic Development, created in 2013;
- **Africa MAGnet**: Network of City Managers (“Secretaries General”) of Local and Subnational Governments, created in Casablanca, Morocco, in November 2016;
- **Africa TECHnet**: Network of Chief Technical Officers, created in Abidjan, Ivory Coast, in 2017;
- **Local Africa HRNet**: Network of HR Managers of Local and Subnational Governments, created in the city of Saidia, Morocco, in April 2018.

To subscribe to these networks or to see more information's, please e-mail us at: info@uclga.org.

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**AFRICAN LOCAL MANAGERS : THE FLOOR IS YOURS….**

"**Strategic Planning of Human Resources; Experience of the Département of Louga**"

Mr. Badara SAMB, Head of HRM, Département of Louga, Senegal
Vice President for West Africa of the Local Africa HRNet Network of UCLG Africa

Good Human Resources Management (HRM) is becoming essential in our Local and Subnational Governments. However, within our organization, it was first necessary to entrust this task to a qualified consultant trainer with a degree in HR, so that he could work with the Secretary General on the management of Human Capital within the organization. Our role is first to identify the potential, to set up an organization chart with division leaders according to our transferred competencies (powers) for better efficiency. From the administrative standpoint, we also take care of all the aspects related to their management. My role as Human Resources Manager is to prepare the specifications by taking into account the execution of the budget, and with this work, we have set up an evaluation system around the Departmental Council, chaired by the President of the “département”, for better planning of this human resource function within the organization.

Planning is about how the resources of the Louga Departmental Council will be used to achieve the desired results. Thanks to planning, one can choose, among several others, the best option, namely the one which will make it possible to reach the goal more effectively. Planning can therefore be defined as the process by which the goals to be achieved and the most advantageous means for achieving them are identified. In other words, Planning is an effort to represent and define a future situation in the short, medium and long term and to list the means and resources to be implemented to successfully live with this situation. When applied to the workforce that serves the organization, Planning consists in forecasting the size of the workforce in a quantity and quality (qualifications, skills) that are sufficient to achieve the strategy and objectives. As far as Strategic Planning for Human Resources is concerned, it refers to the conceptualization and implementation of all acquisition, conservation and development
policies and programs based on the present realities that inspire future decisions regarding the appraisal of performance, the motivation, the training, skills development, etc. This phase focuses on describing and illustrating a workforce planning approach in reference to the strategies of the Louga Departmental Council.

**A- Workforce Planning Process**

The workforce planning process shows the steps for assessing the likely imbalances and corrective measures to be considered within a specified time based on general plans and strategies developed by the Louga Council Departmental Council.

The usual approach includes the following steps:

1) Gathering and interpretation of information on the institution's strategic plans;
2) Forecast of jobs or the number of positions required in each unit or sub-administrative unit;
3) Quantitative and qualitative assessment of jobs likely to remain available;
4) Assessment of possible imbalances (surplus or shortage between the number of positions to be filled and the number of people available);
5) Choosing and developing measures to correct imbalances;
6) Development of staffing plans taking into account the measures adopted and implementation of a timetable for completion.

**B- The Constraints**

The reform called "Phase 3 of Decentralization ", which created “Départements” as Territorial Governments in Senegal, did not define a standard organization chart for the Departmental Councils. This is why in the planning it is up to us, as HR Managers, after identifying the needs, to find an adequate management model for the Louga Departmental Council. However, for a better harmonization of the interventions, the Central Government will have to define a model of operation allowing the HRMs to make a strategic planning with clear and precise objectives around the function, namely the development of the Human capital within these institutions. Also, we have difficulties related to the level of recruitment which remains low compared to the competencies transferred (from the Central government to the local and subnational governments).

**C- What solutions to deal with these constraints?**

We must work to have a Departmental Human Capital Development Plan within the institution with needs-based capacity building programs for better management of transferred competencies (powers), including competencies related to **education, health, culture, environment, spatial planning, youth, sport, estates, urban planning and housing.**

The goal will also be to involve recruiting and supporting competent division heads with mission letters defined from the outset, in order to have very good results and work with a corporate social citizen institution that is very close to the populations.

We must put in place a system of continuous training to preserve and develop our human resources according to
the objectives of HRM. And finally, it will be necessary to acquire modern equipment and in sufficient numbers to enable the staff to be at ease and to work in comfortable and motivating conditions.

In conclusion, sustainable development is now the focus area of all contemporary organizations. How to cope with the changes imposed by the fluctuations of the internal and external environments remains the vital question that each company faces. Whoever speaks of change, transformation or development, in continuity and sustainability, may not conceive of its action without taking into consideration the most strategic resource of a Local Government: Human Resources. /.

"The recruitment and selection at the level of the African Territorial Administration: sharing experiences from Ghana"

Ms Perpetual N.O. Lamptey
HRM (Local Government Service (LGS – Ghana)

The Local Government Service (LGS) of Ghana includes in its mission the delivery of optimized services through the mobilization, harmonization and utilization of quality human capacity and material resources to promote local and national development. The Service believes that its success depends on the quality of its human resources which are mainly obtained during the recruitment and selection process. This process aims at obtaining the right people for the right job at the right time and cost. The Service fills vacancies either by internal or external job openings. An average of forty-five thousand (45,000) applicants applies at each opening with about sixty percent (60%) of them qualifying for the selection process. During the selection stage, several tools are applied to scale down the numbers on a merit basis. This ensures a transparent, fair and efficient onboarding.

The case in reality is sometimes different. Even though some scholars believe that the Service can be void of political influences if policy implementation processes are followed duly. It is an undisputable fact that the masses of the citizenry are disadvantaged when it comes to leveraging national opportunities like public sector job openings. It is not the intention of Public Sector Managers to deny the deprived. Instead, politicians play on strategies such as information asymmetry, cronyism and nepotism to win slots through to onboarding. Denial of such gesture may be termed as sabotage to the sitting government.

The LGS suffers political pressure in all aspects of its endeavors. The twist and turns in national agendum constantly impact the orientation of Local Governance. The plight of the ordinary never temperate, and woe unto the ‘Samaritan’ who advocates otherwise. Even though such incidences are expected risks, its extremity is always an unknown risk that is gradually jeopardizing the productiveness of the Service. New recruits build their egos on political tickets. They intertwine themselves with functional or political canons contrary to that of the Service therefore, complicating their development and management processes. Transparency and accountability are blurred to starve ‘spies’ (staff employed during opponent’s regime). All these underscore accrued corruption cases in Africa.
However, LGS manages to place the selected applicants and with constant training, coaching and mentoring, the right people are thereby developed for the right job at a cost. As a Human Resource Manager (HRM), I play a vital role in this aftermath grooming to; ensure, facilitate and continually enhance their personal and career development by providing necessary information for training needs assessment and capacity building. Through the implementation of HR systems and strategies, their ethical presentation is transformed to conform to the LGS Code of conduct and service delivery standards.

In spite of the political atmosphere, I execute my responsibilities with neutrality and fairness by maintaining a cordial relationship with stakeholders. This is possible only through a quest for professionalism and transparency. Once found otherwise, the trust in my competence diminishes and I get to be tagged with a political color. This will rob me off efficiency and effectiveness in the work environment.

As a HRM, I show keen interest in the talent pool. Every qualified but rejected applicant means a lot to the success of Local Governance. Even though I cannot take on the role of the Head of Service or of my superiors at the Head Office, in my kindest passion, I assist such applicants who approach us at the Assembly or at the local level during and after the recruitment and selection stage to identify a career path, write a good *curriculum vitae*, develop a business plan and write business proposals, access voluntary work opportunities, or discover and develop their flaws and potentials respectively, etc…

My approach was not welcomed at the start. I was a sort of a challenge to the status-quo. Senior colleagues fought to keep me in my confines. I respected their fears and restricted my approach. From the beginning, I struggled with meeting spaces, logistics, and facilitators. I began with phone calls, chat applications and one-on-one desk scheduled meetings until the Top Management bought my idea, and with their help, internship students, the National Service Personnel and the Nation Builders Corps have equally been imparted and it is an ongoing transformation in the Municipality.

These voluntary services although started as a personal interest, have proved to be more than just a mere interest. This has refocused personalities and perceptions. The levels of understanding, confidence, perseverance and trust in the Country, its national policies, systems and structures have been strengthened beyond the ill-fate of ‘never succeeding in Africa.’ Many of such graduates and interns realized the gap in terms of identification and threat it has cost Africa. To this extent, some turned to volunteering and others too have gone through successful job placement in both the public sector and other sectors. My priority has never been the recommendations they extend to me. I delight in the fact that, from my local level, there is a rising generation that does not only believe in money but self-devotion to a good course that impacts lives and rejuvenate a Nation...
The Municipality of Bujumbura in Burundi comprises eight (8) Departments and each Department has its own and specific services. In each department, employees fall into three categories, which are managed by the Human Resources Management Department. These are:

- The Management Category with 231 employees out of a total of 986 employees, including among others the heads of the different departments and different services;
- The category of Support or Collaboration Executives with 456 executives;
- The category of Executing Agents comprising 299 agents.

Career management depends on the category of these employees. For the first two categories, at the end of each year, they are rated according to the criteria set in their action plans. The action plan is a document that contains strategies and means to achieve the specific goals adopted by the city. On the basis of this, each employee is granted an annual bonus corresponding to the results achieved in relation to the objectives set and the expected results. There are those who are rated “very good”, “good”, and “pretty good”. The rating gives rise to an increase in the fixed salary. For those who are rated "very good", they receive a percentage of 7% of their base salary, 4% for those who are rated "good", and 0% for "fair enough".

Employee advancement is done on a merit basis every three years for employees with a "Very Good" rating, and every four years for employees who earn a "Good" rating. The employee rated "Fairly enough" twice in a row is fired, and the rating "Insufficient" is followed immediately by a layoff. After a 3-year period, they advance in rank according to the rating of the three preceding years.

For the category of executing agents, each year, they receive a 3% increase in their base salary.

In addition, bonuses and allowances are granted to the employee when he or she has knowledge, abilities and a performance of a particular character or when he or she has a dangerous function or when his function involves a particular responsibility.

At the end of an on-the-job training course, all employees are granted a salary increase in the following order:

- 5% of the base salary for an internship of 2 to 6 months;
- 10% of the base salary for an internship lasting more than 6 months and up to 12 months;
- 15% of the base salary for an internship lasting more than 12 months and up to 18 months.

As far as the end of career is concerned, it takes place either by the loss of employment, lay-off or retirement.

In the first case, the Labor Code and the Internal Rules and Regulations provide for the causes of loss of employment. For the 2nd case, the employee may request a lay-off for
reasons of personal convenience. For the latter case, the retirement age is 60 years. The employee can benefit from an extension depending on his or her health status.

As a collective and diverse space, the workplace, in this case the Administration, can be a place of cleavages and conflicts that can negatively affect the work environment for the staff and hinder the optimal achievement of the Administration's goals. Therefore, in order to improve collaboration within the administration, different laws and regulations are adopted to govern life at work. At the level of the Central African Administration, this involves, for example, Decree No. 00.172 laying down the rules for implementing Law No. 99.016 of July 16, 1999, amending and supplementing certain provisions of Ordinance No. 93.008 of June 14, 1993, on the General Statute of the Central African Civil Service. In this Decree, there is a set of disciplinary provisions considered necessary for the proper functioning of the Central African Administration. Moreover, the Municipalities which are the local elements of the National Government, all have a text or regulation for the good functioning of their institution, as is the case of the Collective Agreement of the Contractual Agents and the Collective Agreement of the Decision-making Agents which govern the functioning of the Municipality of Bangui, supported by the Central African Labor Code. These two Agreements also provide for disciplinary provisions which allow the civil servant or agent of the Government to be in good standing with their employer and the principles of operation of a public administration.

When an agent goes against these disciplinary provisions, he or she is exposed to different forms of sanctions. The steps that the Administration must take before sanctioning an agent, consist first of all of notifying a questionnaire to that agent after a fault has been found in the service, either through his or her direct supervisor or through the Human Resources Manager. The response must be received within 48 hours after the notification of this questionnaire and the action will be taken after reading the response of the agent concerned. The measures that must be inflicted on the Agents in order of increasing gravity are: warning, blame, dismissal of 8 days with full or partial deduction of salary, and, finally, dismissal.

The sanctions are decided by the competent authority as per the administrative internal instructions. However, the layoff and the termination of the contract can only be pronounced by the authority having pronounced the recruitment (for example the Mayor).
On the other hand, the immediate suspension of the agent can still be pronounced by his immediate superior for gross negligence in the performance of his duties, and the suspension decision made by the superior must be confirmed by an authority having pronounced the recruitment. This latter will specify if the agent keeps, during his suspension, the totality of his salary or if the agent will suffer a deduction in earnings (salary reduction).

The difficulties encountered in the application of these disciplinary provisions in case of violation are:

- When we send a signed and undated questionnaire to an agent, since in the last paragraph, it is always specified the time allowed for the response. After this period, the person concerned will be sanctioned for two reasons, one for his/ her fault found during the services provided, and the other reason being for a refusal to answer the questionnaire. However, if the questionnaire is not dated, the person concerned can reply whenever he or she wants, which constitutes in itself an obstacle;

- If the immediate superior officer suspends an agent, this must be materialized within three days of his or her decision by the authority that has made the recruitment and if the agent does not master the procedure, his decision may be null and void.

To improve the disciplinary provisions, each head of a Unit (or Service) must know and master the laws and regulations, as well as the procedures in force with regard to disciplinary measures in order to avoid conflicts and litigations, and especially to educate the agents who are in their service on the culture of responsibility and accountability.

"The Performance Management System at the level of African Territorial Administration: sharing experiences from Ghana"

Ms Perpetual N.O. Lamptey
HRM (Local Governments Service, LGS – Ghana)

The Local Government Service (LGS) of Ghana is mandated to secure effective administration and management of the decentralized Local Government System. In line with its mission, the LGS has a comprehensive Performance Management System (PMS) that is based on Service Delivery Standards (SDS) and operationalized in all the 260 Metropolitan, Municipal and District Assemblies (MMDAs) in Ghana. It is a predictable, effective and efficient system for planning, implementing, monitoring, evaluating and reporting on employees' performance. It entails performance management procedures and performance management tools which comprises of a Performance Contract signed between the Regional Minister and the Regional Coordinating Director; the Metropolitan, Municipal and District Coordinating Directors (MMDCEs) and the Metropolitan, Municipal and District Coordinating Directors (MMDCDs); and a standardized appraisal tool for Heads of Departments/ Units (HoD/Us) and their respective Direct Reports (DRs). The PMS is structured to improve individual and corporate performance, productivity, competencies, job satisfaction and unearth the full potentials of all LGS staff.
The performance of Regional Ministers (RMs), Regional Coordinating Directors (RCDs), MMDCEs, MMDCDs and LGS staff at the various MMDAs are assessed on the basis of the attainment of specified key deliverables cascaded in the same hierarchy set out over an agreed performance period.

As the Human Resource Manager, I go through the Key Performance Areas / Indicators (KPAs / KPIs) with the Municipal Chief Executive (MCE) and Municipal Coordinating Director (MCD) at an arranged Performance Management (PM) meeting before the signing of the Performance Contract (PC) between the MMDCE and MMDCD. This process is followed by a meeting between the MMDCD and HODs and finally, a capacity building workshop and a meeting for HODs and DRs as stipulated in an Annual Performance Management Plan (APMP) developed for the Assembly in a given year. The PC is segmented into KPAs and KPIs that are related to the departments and units. This allows for onward target settings for each staff either solely or collaboratively with a facilitating Department(s) or Unit(s) in order to achieve the targets. These become their performance targets for the year. All these goals are geared towards the attainment of the LGS objective of ensuring the implementation of Government’s policies, projects and programs within the MMDAs, within the region and within the nation in order to contribute to development.

Even though the target setting or planning stage is in a descending order, the implementation, monitoring, evaluation and reporting stages are done in an ascending order. This indicates that, each supervisor (appraiser) has an obligation to use the needed logistics so as to enable DRs to execute their duties in conformance to the SDD and in conformance to Government programs.

I consciously ensure the sustainability of a conducive environment for the mobilization of resources through a continuous collaboration with the respective Departments/ Units and the implementation of HR policies, procedures and strategies. At the implementation stage of the agreed targets, constant monitoring, controlling and evaluation guide, you should review decisions, especially at the mid-year and end of year reporting sessions. The PMS is formatted such that the performance of the lowest levels determines the performance of the top management. This consists in fact in instilling an appreciable level of professionalism, participation, effective and efficient use of resources; client focus, accountability and transparency – the SDS of the LGS. Notwithstanding, the PMS struggles to involve the junior support class (non-professional class). They perceive the PMS as unclear, irrelevant, professionally biased, and politically inclined. Direct Reports (DRs) are appraised by HoDs who are also rated by the MMCDs. Logically; a hitch in the flow of resources to DRs as a result of the appraisers' negligence will result in poor KPIs which are hypothetically embedded in the appraisers' KPAs. In order to have ratable KPAs, appraisers' attempt to compromise on non-reflective ratings that prioritizes excellent performances instead of the prevailing gaps for necessary training needs assessment and capacity building plans. Their inactions undermine the SDS and implementation of Government's policies, projects and programs hence, an undeveloped Assembly, Region, Sector and Nation! These gaps persist as a result of the absence of effective HR technologies in PMS at the LGS.

As a stakeholder that is part of the PMS, I adopted these technologies such as Schedule Charts (SC) and Progress Report Templates (PRT) at the local level to measure milestones based on percentage scores as a standardized platform for tracking performances, the state of KPIs and the identified gaps to feed the Performance Management (PM) reports at my locality, not to replace the Local Government Service Appraisal tool or the Performance Management Contracts. Instead, these technologies
are used alongside the existing PM tools to eliminate manual manipulation and leverage resources thereby ensuring clarity of responsibilities and fairness in ratings. They have encouraged team work and commitment at all levels hailing the LGS core values and the SDS for the attainment of the Service's objectives, mission and vision. My Assembly has harvested excellent performance ratings from both the Regional Coordinating Council and the consultants designated by the Head Office of LGS to affirm the successes of these complimentary Performance Management tools.

Africans yearn for fair and reliable systems which secure professionalism, participatory, client centered, transparency, accountability, and the effective and efficient use of resources on equally tested and certified platforms where human manipulation and non-conformance are minimized to the advantage of the deprived. The adaptation and effective implementation of technological tools in human resource management at the level of African territorial administration will ensure a standardized system for measuring human resource systems, policies and strategies. In this regard, a technologically powered PMS will build the confidence of staff and of the citizenry in Local Governance.

"Staff Evaluation: Experience of the City of Tsévié"

Ms. Kassem Tsadi-Malin Adèle
HR Manager – Tsévié City Council – Togo

Human Resources Management (HRM) is an activity that is often reduced to a few key elements such as recruiting, remunerating, negotiating, training, promoting... yet, beyond these activities, which are more easily perceived by the employee, the role of HRM consists more broadly, in particular in organizing work, communicating, recognizing everyone's efforts, and especially accompanying individuals in their personal and professional projects so as to make them consistent with the objectives of the entity at hand. In our case, as Human Resources Manager of the Tsévié City Council, we will specifically share our experience in terms of career management through the component of agents' reclassification.

The Honorable Mayor of the City of Tsévié, Mister Bruno Kossi Amétowoyona LOGLO

Headquarters of the Tsévié City Council
Located 35 km from the capital city of Togo (Lomé), the Commune of Tsévié has a population of 54,474 inhabitants over an area of 25 km² according to the 2015 Municipal Development Plan.

The Municipality of Tsévié has a City Council made up of five (5) members at the head of which is a President of the Special Delegation, in the person of Mr. Bruno Kossi Amétowoyona Loglo. To date, the Municipality has a total staff of 85 (senior staff, permanent and contract staff). The Mayor of the Commune of Tsévié, due to his professional and political experience, is fully aware of the vision and of the choices of the Municipality. Dynamism and a job well done are, among other things, qualities recognized to the Mayor by his employees, fellow citizens and persons of his entourage. "A motivated staff gives a good performance", and "Improving the living conditions of personnel for better profitability," such are his everyday concerns. The firmness and loyalty to his principles and ideals have always accompanied since he took office at the head of the Commune of Tsévié. In the daily management of our tasks, one of the activities that are important is the management of the agents’ careers.

Career Management is defined in several ways. According to Jean-Marie Peretti, it is defined as "a succession of assignments. Career management includes monitoring in the past, present and future of an employee's assignments within a company’s structures. It appears as a permanent compromise between the needs of the company, the available potentials, and the desires expressed by the employees. This compromise is expressed in recruitment, training and internal mobility decisions. Managing careers means taking into account both the company's needs and potentials and the wishes of each employee."

Better still, Jean-Luc Cerdin goes on to say that "Career management includes the activities of the organization intended to meet the future needs of the organization, including the selection, evaluation, deployment and development of employees."

The personnel evaluation component is an integral part of career management. All staff members are evaluated to assess their performance, as well as their other professional qualities that may justify their promotion and advancement, or, failing that, their sanction.

For a perfect and efficient evaluation, the agents must have knowledge of their job descriptions, i.e. know concretely the tasks assigned to them. In our case, we had the support of the GIZ through its Local Governance and Development Program (ProDeGol) in the implementation of the organization chart. This allowed us to popularize the job descriptions at the staff level, for a good understanding of such job descriptions.

In this evaluation process, the individual report cards are distributed to the agents so that they fill the personal information and the career path. For the agents to be able to fill their cards without difficulties, work sessions are organized in advance. The first session consisted of a briefing session of the City Manager of the Municipality with the Chief Officers and Heads of Division, in collaboration with the HR Manager.

Then, meetings are held with the agents of different divisions, namely: The general affairs division, the finance division, the planning and development division and the technical division. These meetings are intended to communicate, before the evaluation period, the staff evaluation criteria, in particular after the individual interviews of year N-1.
The evaluation power belongs to the immediate superior of the agent, who exercises it based on an annual performance sheet or performance contract.

Evaluations are organized as follows:

- Each line manager is invited to fill in the scorecard of the agents who are hierarchically reporting to him;
- The completed forms are sent to the agents concerned for observation;
- Each evaluated agent is invited to a professional interview by his/her evaluator (Line Manager) who will discuss the results of his / her assessment, training needs, and future prospects;
- The evaluation forms and the interview reports are received through the hierarchic channel;
- The Secretary General centralizes the completed evaluation sheets and the interview reports, consults the individual personnel files and formulates his advices and recommendations regarding advancement, training, promotion, and reclassification. Subsequently, the Mayor gives instructions to the HR manager for the updating of the personnel files.

The difficulties we encountered in this first year of evaluation are multiple, namely:

- The first difficulty lies in the act itself: **evaluation.** Indeed, the lack of institutional documents in the management of the staff in general of the Local and Subnational Governments causes a problem. The staff of the Local and Subnational Governments has always been managed in analogy to that of the Public Service. Specifically in Togo, the Local and Subnational Governments always refer to the General Statute of the Civil Service, although these two entities are different.
  - Most agents have never been evaluated since taking office. As a result, they do not account for the notion of evaluation, and this has created resistance in the agents.
- As the evaluation techniques are not quite known to the management staff, there has been slowness in the management and processing of the files.

As a solution, we propose the following:

- The Local & Subnational Governments must have their own personnel management regulations and bylaws;
- The creation of a territorial public function;
- The sharing of South-South experience between Local & Subnational Governments of the same region for better orientation of the actions to be conducted;
- Organizing training on new approaches and techniques in HRM for the benefit of HR managers for better staff management;
- Empowering and supporting the Human Resources Service with quality documents.
"Modernization of HRM by outsourcing certain missions: Experience of the Commune of Agadir"

By Mr. Lahcen Ben Mohamed, Head of the Human Resources Department of the Commune of Agadir (Morocco)
Vice-President for North Africa of the Local Africa HR Net Network, UCLG Africa

Within the framework of Good Governance and Human Capital Management, the Human Resource Management Managers outsource certain missions of the said Management, with the aim of improving the quality and the service delivery, and to satisfy:

- The expectations of the President of the Commune and of the General Directorate of Services (DGS) (strategic level);
- The expectations of the social partners (unions and associations of civil servants, in terms of listening, compliance and social dynamics);
- The expectations of the executives, in a spirit of sharing and serving as a partner);
- Employee expectations, in the interests of equity, employability, ethics, and transparency

The practice of outsourcing at the City of Agadir (Staff: 1394 tenured workers and 700 days laborers) mainly involved the following missions:

- The recruitment mission,
- The training and capacity building mission
- The management modernization mission
1. **Outsourcing the recruitment mission:**

There are two categories of tasks in this respect: external and internal ones.

**External Tasks:** The Commune of Agadir has decided to enter into an agreement with the National School of Applied Sciences of Agadir (ENSA) to support it in the field of the recruitment of its personnel, particularly the recruitment for technical and engineering occupations that require specific and professional know-how. The use of this process has enabled the municipality to attract individuals that effectively meet the needs identified. This approach has also given satisfaction at the level of public services of the municipality.

As part of the sharing of its know-how and experience, and at the request of certain peripheral municipalities, the qualified staff of the Municipality of Agadir attends as a member of the Recruitment Commission of these Communes.

**Internal Tasks:** For a better organization of the examinations of professional competence on the one hand, and to surround this kind of operation with all the guarantees of equality of opportunity, equity, expertise, transparency and credibility, in the administration of these examinations, the Municipality outsourced part of this mission to ENSA within the framework of the aforementioned agreement. This has given our experience an inescapable credibility (0% of claims recorded), insofar as the examinations are made before a qualified jury and rigorous application of the procedures guaranteeing the transparency of these operations.

2. **Outsourcing the training and capacity building mission**

As part of a partnership between the Interior Ministry, particularly the Directorate of Training of Administrative and Territorial Officers (DFCAT), and the Municipality, given the impact of training on the development of human resources and with a view to having internal trainers within the Commune, some executives have received training in andragogy and educational engineering, which has enabled them to have the status of a trainer in almost all areas related to local governance, including financial affairs, audit, environment, public procurement.... The municipality of Agadir is planning the creation of an equipped training room, and intends to ensure, itself, continuing education with high-level resources and logistics through this partnership.

In addition, the Commune has validated several agreements with local partners at the local level (with the ENSA and ENCG schools and the OFPPT vocational training Office), at the national level (Interior Ministry, Ministry for the Reform of the Administration and of the Public Service, the Al Akhawayn University of Ifrane...), and on the international scene (GIZ, AFD, twin cities...).

3. **Outsourcing the modernization management mission**

As part of the modernization of the Territorial Administration, the Commune of Agadir is among the cities chosen at the national level to participate in the development of Manual of Procedures and Database of Jobs and Skills (REC) made by a private consulting firm in 2012, under the guidance of the Interior Ministry / Directorate General of Local Governments (DGCL).

In collaboration with the managers of the Souss-Massa Region Resource Center and as part of a mission to update and update these two HR performance tools, the municipality of Agadir has prepared an open tender, scheduled for May 2019.
Innovative Practice of an "Eco-City" at the Service of Its Staff (Administration's Mobility Plan (PDA))
Study on the practices and the consequences of the mobility of the staff of the Commune of Agadir, Morocco

Presentation

The initiatives of the Commune of Agadir in favor of sustainable development and energy management are a personal commitment and the leadership of the President, Vice-Presidents and Communal Managers. The work on the development of the Administration Mobility Plan (PDA) has benefited greatly from the ongoing commitment of this team. This note summarizes the goals, main conclusions, and recommendations of the study prior to the development of the Agadir PDA. It was developed by the Institute for Development, Environment and Energy (IDE-E) within the framework of Jiha Tinou, as a Territorial Strategy of the National Agency for the Development of Renewable Energies and Energy Efficiency in Morocco (ADEREE), in close coordination with the Urban Commune of Agadir, and with the joint support of the German Agency for Sustainable Development Cooperation (GIZ), the French Environment and Energy Management Agency (ADEME), and the Swiss Cooperation (REPIC Interdepartmental Platform).

In this context, the goal and expected results of the PDA are as follows:

**General Goal:** The travels of the staff of the Commune of Agadir are managed sustainably, in terms of costs and time savings for its staff. They make it possible to improve the economic and administrative efficiency of the municipal administration while reducing environmental costs (GHG emissions and air pollution).

**Expected results:**
1. The travels of officials of the Commune of Agadir have been identified, characterized, mapped, and analyzed; recommendations have been formulated in accordance with the goals established by the decision makers, to enable the Commune of Agadir to develop an Administration Mobility Plan (PDA).
2. The measures relating to the physical movements and travels of the Communal staff have been organized in a sustainable manner in an Administration’s Mobility Plan (PDA). Validated by the Communal Council, the PDA provides guidelines for optimizing physical movements.
3. An action plan aimed at the smooth mobility of communal staff, as well as the efficient management of the vehicle fleet and of the business travels has been developed in a participatory manner and implemented by the municipal administration.
4. The Commune has established annual target values related to the consumption of fuel and to costs of the fleet (fuels, lubricants and distances traveled), fuel endowments, and GHG emissions.
5. The Commune has also established an administrative procedure governing the professional travel of officials based on the geo-spatialized data of workplaces (assets) and activities.
6. The Commune is exemplary in terms of mobility of the municipal staff and the identity of Agadir as "eco-city" is becoming stronger.
Next steps for the finalization of the PDA (Administration Mobility Plan)
With the finalization of the study prior to the development of the Agadir PDA, the following recommended steps are as follows:

i. The review of the report and the resulting technical discussions with decision makers and municipal technical teams. On the basis of the proposed measures and the actions presented in the analysis report, the municipal decision-makers formulate objectives, review, and identify the measures deemed most appropriate, taking into account the priorities and goals set.

ii. A restitution of the main lessons of the study to a larger group of employees (e.g. invitation of all 1,355 survey respondents) and the organization of a participatory consultation process (workshops and focus groups) with target groups to prioritize and fine-tune the solutions to be implemented as a priority.

iii. The implementation of the PDA in action plan and the establishment of a schedule for their implementation according to the goals set in the short and medium term (1-3 years, that is to say for the 2015-2018 period).

iv. The establishment of a procedure for the annual updating of the data on the practices and consequences of the mobility of the staff of the Commune in order to measure the impact of the actions carried out, to make adjustments, or to develop new actions and measures according to the opportunities that arise.

For more information on the project, visit the link below: [https://uclgafrica723-my.sharepoint.com/:b:/g/personal/ikamate_uclga_org/ETUwDfokfvBIjsX9090bJugB7cppJXQ9ev1CAKZFY8coTg?e=vdgfp4](https://uclgafrica723-my.sharepoint.com/:b:/g/personal/ikamate_uclga_org/ETUwDfokfvBIjsX9090bJugB7cppJXQ9ev1CAKZFY8coTg?e=vdgfp4)

ALGA NEWS

Launch of ALGA’s new Website
ALGA launches its new website on the occasion of the 3rd edition of the FAMI (Forum of territorial managers and Training Institutes targeting Local & Subnational Governments) to be held from June 10 to 14, 2019 in Ifrane, Morocco. The goal of the establishment of this Website is to be able to better communicate on the activities of ALGA and to facilitate to members of UCLG Africa, to the Networks and to the Partners access to the training offering and to all organized events as well as to all the documentation produced by the Academy.

Organization of the 3rd Edition of the Forum of Managers and Territorial Development Institutes targeting Local & Subnational Governments (FAMI)
June 10 to 14, 2019, Ifrane, Morocco
On the occasion of the celebration of the International Day of Public Service (June 23), UCLG-Africa through ALGA pays tribute to the Human Capital of African Local Governments, through the organization of the 3rd Edition of the FAMI Forum around the Theme of “Financing Learning, Training and Capacity Building for Local Officials and Territorial Communities Personnel in Africa: for Innovative and Sustainable Mechanisms”.
The Forum and the United Nations Public Service Award (UNPSA) 2019
From June 24 to June 26, 2019 in the Republic of Azerbaijan, Baku
The United Nations Public Service Forum (UNPSA) 2019 will be held from June 24 to June 26, 019 in the Republic of Azerbaijan, Baku, on the theme of "Achieving the Sustainable Development Goals through Effective Service Delivery, Innovative Transformation, and responsible institutions". On this occasion, ALGA, in partnership with ISESCO and the Azerbaijan authorities, will organize a side event on the theme of "Improving the efficient delivery of public services at the local level: challenges and innovative approaches".

European Development Days 2019 (EDD2019)
June 18-19, 2019, Brussels, Belgium
The European Development Days 2019 (EDD 2019) will take place on June 18-19, 2019 at Tour & Taxis in Brussels, Belgium on the theme of "Addressing inequalities: Building a World which leaves no one behind". UCLG-Africa and its African Local Governments Academy (ALGA) and their Partners will organize a debate on “Addressing inequalities and building a Local Africa leaving no one behind” on Tuesday 18 June, 2019- 10:00am to 11:15am –Room D4.

Coaching Territorial College of ALGA - Training of a 3rd African Class of Students
The 1st Training Session: From June 17 to June 26, 2019 (10 days of training)
Practical internship: from July to October 2019 (from 3 to 4 months)
The 2nd Training Session: from November 18 to November 23, 2019 (6 days of training).
The College of Territorial Coaching is part of the continuing education offering of the African Local Government Academy (ALGA) of United Cities and Local Governments of Africa (UCLG-Africa), and gives participants the opportunity to acquire in connection with the profession of Territorial Coach, to multiply their expertise, to share their experience, and to support the anchoring of participatory, inclusive local governance, leaving no one behind. This training is organized in partnership with the Council of the Oriental Region in Morocco, the Oriental Development Agency, the University Mohammed I of Oujda, and the Belgian NGO Echo-Communications. This new training offering also capitalizes on the lessons, achievements and best practices learned from the organization of a 1st Moroccan Class of Moroccan and a 2nd Francophone African Class certified in April 2018 and November 2018 respectively.

College of Decentralized Cooperation and International Action of Local Governments (CCD) of ALGA
From July 01 to July 05, 2019 in Yaoundé, Cameroon,
The Academy organizes in partnership with the National Training Program for City Professions (PNFMV) of Cameroon, and within the framework of the College of Decentralized Cooperation and International Action of Local and Subnational Governments (CCD) of ALGA, a 1st Training Seminar on this topic that will be held in Yaoundé, Cameroon, from July 01 to July 05, 2019.

DO NOT HESITATE TO CONTACT US…

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21