



**THE AFRICAN ACADEMY OF LOCAL GOVERNMENT  
(ALGA) OF CGLU AFRICA  
THE NETWORK OF HUMAN RESOURCES MANAGERS  
OF LOCAL GOVERNMENTS IN AFRICA  
(LOCAL AFRICA HR-Net)**

**&**

**THE OBSERVATORY OF LOCAL AUTHORITIES' HUMAN RESOURCES**

**TERRITORIAL AUTHORITIES IN AFRICA**

***THE VOICE OF THE LOCAL AFRICAN MANAGER***  
**N°6, MAY-JUNE 2022**

**Theme:**

***“The issue of Recruitment in African Local Governments:  
a key function in Human Resources Management”***

**CALL FOR CONTRIBUTION**

**Deadline for submission**

**Of Contributions: APRIL 1, 2022**

**([www.uclga.org](http://www.uclga.org) & [www.uclgafrica-alga.org](http://www.uclgafrica-alga.org))**

**With the support of the European Commission:**



***«Together for an effective local Africa»***

## I- INTRODUCTION

After agreeing and adopting the Africa 2063 strategy with its seven Aspirations in March 2015, the leaders of African Countries joined the leaders of the rest of the world and adopted the 2030 Agenda for Sustainable Development with its 17 SDGs in September of the same year, as well as all the other global commitments (New Urban Agenda, Climate Agenda, Sendai Framework on Disaster Risk Reduction, Addis Ababa Action Agenda).

Within the framework of the implementation, the localization and the territorialization of these agendas, the Territorial Communities occupy a place of first rank as a true actor in the dynamics of sustainable development.

Studies have shown that two-thirds of the SDGs cannot be achieved unless Local and Regional Governments (LRGs) play a major role, not only as implementers through localization, but also as starting points for better transformation, greater inclusion and improved livelihoods, underpinned by the provision of a better public service delivery system to citizens, as well as participatory engagement in areas of public policy making with and among all stakeholders and at all levels of governance.

Given the challenges, notably those related to rapid urbanization, the Covid-19 pandemic health crisis, as well as the increasingly complex expectations and needs of the population, (LRGs) have no choice but to transform their leadership, review their governance, upgrade the organization of their local and regional public administration, their management methods and the quality of public service delivery.

In this dynamic of transformation, the issue of recruitment must play a strategic role in the management of human resources at the level of local authorities.

Recruiting can be defined as finding the best possible person for the job. It is about putting the right person in the right job at the right time. Recruitment is a key step in the implementation of the local authority's strategy and, more generally, in guaranteeing its efficiency and the quality of the public services it provides to the population.

A survey by the Randstad Group on recruitment difficulties in local authorities in France lists a number of difficulties experienced by HR managers<sup>1</sup>, The main problem is the lack of human resources at the local level, with the lack of suitable profiles, a lack of candidates, and only in third place the issue of remuneration. According to the report published by UCLG Africa in 2018 on "The State of Local Government Human Resources in Africa", the main problem at the local level is the insufficient quantity of human resources available to local governments<sup>2</sup>. This underlines the importance of anticipating needs in an insightful analysis that is at the heart of HR Managers concerns about the difficulties of recruiting.

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<sup>1</sup>[https://www.google.com/search?q=enqu%C3%AAt+du+groupe+randstad+sur+les+difficult%C3%A9s+de+recrutement+dans+les+collectivit%C3%A9s+territoriales&rlz=1C1GCEU\\_frMA961MA961&sxsrf=APq-WBtR0Wb\\_ma4zjMK0yugfbLkiS5CE7Q%3A1645607113344&ei=yfgVYp-](https://www.google.com/search?q=enqu%C3%AAt+du+groupe+randstad+sur+les+difficult%C3%A9s+de+recrutement+dans+les+collectivit%C3%A9s+territoriales&rlz=1C1GCEU_frMA961MA961&sxsrf=APq-WBtR0Wb_ma4zjMK0yugfbLkiS5CE7Q%3A1645607113344&ei=yfgVYp-)

<sup>2</sup> <https://uclgafrika-alga.org/wp-content/uploads/2019/05/1er-Rapport-RH-des-CTA-2018-VF.pdf>

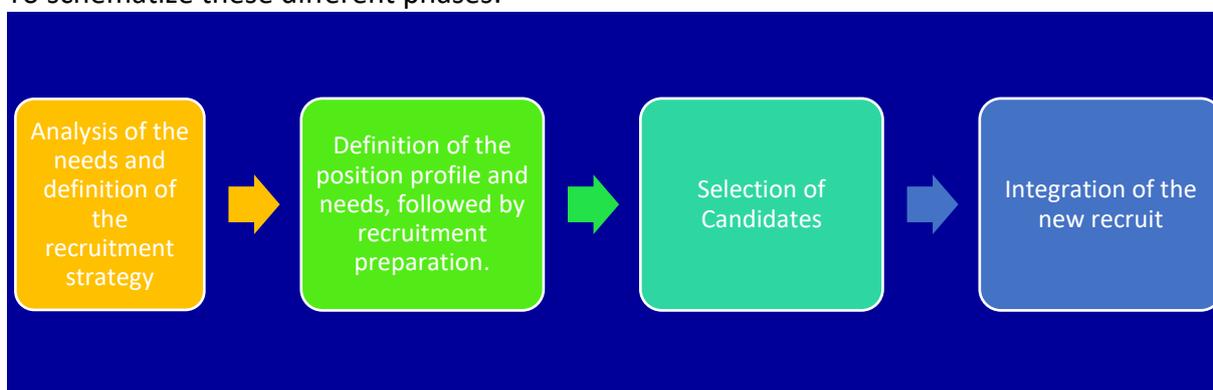
Recruitment is a theme that must also be rethought in the light of the growing importance of issues that are tending to take on a strategic role in the thinking of HR departments. This is the case, for example, with quality of life at work, mental health, the fight against psychosocial risks or the fight against discrimination in hiring, as well as the unethical practices observed at this level<sup>3</sup>.

In any institution concerned with its professionalism and performance, it is at the level of the Human Resources Department that it is necessary to ensure that the local or regional authority achieves the objectives it has set for itself in the most effective and efficient manner possible. Efficient and effective human resource management (HRM) policies must therefore serve a specific purpose: to have an appropriate number of staff with the right skills to perform the functions of the local or regional authority. Therefore, the human resource needs of the organization must be assessed first.

An effective and efficient recruitment process must address at least seven (7) critical phases:

1. Needs analysis.
2. Description of the position profile required.
3. Searching for candidates: internally and/or externally, choosing the method of disseminating the offer or the call for expressions of interest, etc.
4. Selection of candidates: initial selection on the basis of a CV and a cover letter justifying the interest of the candidates for the position, pre-selection of candidates for the second stage of the selection process.
5. The organization of interviews and/or tests.
6. Selection of the successful candidate (nature of the contract, home and assignment structure, remuneration, trial/internship period, etc. to be discussed with the successful candidate).
7. Welcome, integration and support of the new recruit when he/she takes up his/her duties.

To schematize these different phases:



The 6<sup>th</sup> issue of the "Voice of the African Local Manager" Newsletter will be dedicated to the following theme:

***“ The issue of Recruitment in African Local Governments: a key function in Human Resources Management ”***

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<sup>3</sup>[https://www.gouvernement.fr/sites/default/files/document/document/2016/07/12.07.2016\\_rapport\\_de\\_yannick\\_lhorty\\_sur\\_les\\_discriminations\\_dans\\_laces\\_a\\_lemploi\\_public.pdf](https://www.gouvernement.fr/sites/default/files/document/document/2016/07/12.07.2016_rapport_de_yannick_lhorty_sur_les_discriminations_dans_laces_a_lemploi_public.pdf)

The choice of theme is not accidental. The stakes of recruitment in local governments in Africa are high for the simple reason that a simple recruitment operation can commit a local government for at least ten years, as it can impact, positively or negatively, its image and reputation, its leadership, its organization, its management, its resources, its professionalism and especially its performance.

The challenges of recruitment at the level of Local Authorities in Africa are, indeed, diverse and complex, including:

- Increased recruitment needs for specialized profiles that are sometimes difficult to find in the territorial area concerned or on the job market;
- The politicization of the recruitment process resulting in recruitments that have no relation to the needs of the local administration;
- The difficulty of attracting and retaining talent;
- Regulatory and budgetary constraints;
- Centralization of recruitment procedures at times;
- Complexity of recruitment procedures;
- The lack of strategic positioning of the Human Resources Department, or even its non-existence;
- Weaknesses and limitations in terms of skills to ensure effective and efficient management of human resources;
- The impact of the privatization of local public services;
- The Covid-19 crisis, which has radically changed all forecasts, public policies, action plans, strategies and perspectives at all levels of governance <sup>4</sup>.

Therefore, recruitment must be given special attention in the Human Resources Management of Local Governments, as a key function determining the anchoring of professionalism and performance in these public institutions.

## **II- LES EXPECTED CONTRIBUTIONS**

The contributions to this 6<sup>th</sup> issue should therefore focus on the issue of recruitment of human resources in local authorities (executives, agents, employees, whether permanent or contractual) in order to allow UCLG Africa to understand the reality of this process and thus be able to design a service offer targeting its Members and its Networks.

We therefore invite you to make contributions by providing answers to any of the following questions:

- What is your perception of the recruitment process in local governments?
- What are the prerequisites for a recruitment dynamic that meets the standards of excellence and quality?
- What is the situation of recruitment at the level of your Institution (Focus on experience)?
- What are the main obstacles, difficulties and constraints observed and experienced in terms of recruitment?
- Do the Local Authorities have powers, competences and responsibilities in terms of recruitment?
- Does your Local/Regional Institution have a Human Resources Management Structure?
- Do the local governments have a recruitment policy, strategy and action plan?
- Do these entities have a vision to attract and retain talent?

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<sup>4</sup> <https://knowledge-uclga.org/strategies-et-politiques-locales-2-strategies-locales-pour-le-renforcement-des.html>

- What recruitment procedures are in place according to the four steps mentioned above?
- Are there any good recruitment practices worth sharing?
- What suggestions do you have for possible improvements in recruitment? Can you share any recruitment information, regulations, procedures, programs, tools implemented and deployed at the local government level?
- Are there any learning, training and capacity building programs in human resource management and more specifically in recruitment?

### **III- WHO CAN CONTRIBUTE?**

The Bulletin is mainly open to contributions from African Territorial Managers, whatever their field of activity or professional field. However, in a spirit of openness on the African Local Government environment and Benchmarking, any other contribution with added value, in terms of information sharing, successful experiences and good practices, will be welcome. This Bulletin considers these contributions as those of "friends of African Territorial Managers" who can be officials of Central Administrations, Deconcentrated Services, University Professors, Experts, and resource persons, representatives of the Private Sector or of the Civil Society.

### **IV- SOME PRACTICAL GUIDELINES FOR CONTRIBUTIONS**

UCLG Africa invites you to make contributions concerning any initiative relating to the policy and the process of recruitment of human resources in the Local Governments, according to the following framework:

1. The title of the contribution;
2. The Institution/Organization concerned;
3. The date of implementation;
4. The legal framework governing the recruitment;
5. The main objective of the initiative;
6. Specific objectives of the initiative;
7. Description of the initiative (1 page maximum);
8. The target audience and beneficiaries of the initiative;
9. The budget allocated to the initiative;
10. The source(s) of funding for the initiative (own resources, loan, government subsidies, donors, decentralized cooperation, partnership, donations ....);
11. Expected results;
12. Achievements obtained;
13. Impact of the initiative;
14. Photos related to the initiative;
15. Any other relevant information related to the initiative.
- 16.

The contribution should consist of a maximum of four (4) pages, or 1,500 words, up to a maximum of 2,000 words;

Font Type: Times New Roman, and Font Size 12;

Any quotation from another author must be placed in brackets and include its source, i.e. the author of the quotation or the document from which it is extracted, the exact title of the document, the date of publication, the place of publication, out of respect for intellectual property rights.

You must attach your photo and a very short biography (100 words maximum), mentioning the name of your Territorial Collectivity/Institution, as well as your contacts (mobile phone, Tel, Fax, e-mail, Portal or Website of the Territorial Collectivity/Institution to which you belong).

Deadline for the submission of contributions: April 1<sup>st</sup>, 2022.

Contributions should be sent to:

- Dr. Najat ZARROUK, Director of Development, Capacity Building and Knowledge Management and of the ALGA Academy of UCLG-Africa, Rabat, Morocco. e-mail: [Nzarrouk@uclga.org](mailto:Nzarrouk@uclga.org)

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**NB** : These contacts are all reachable via WhatsApp.

Do not hesitate to contact us and to visit the Portal of UCLG-Africa: [www.uclga.org](http://www.uclga.org) and the website of his Academy ALGA: [www.uclgafrica-alga.org](http://www.uclgafrica-alga.org)