Strengthening Public Sector Human Resource Management Capacities in Africa

Capacity Building Workshop on
“Promoting Professionalism in the Public Service: Strengthening the Role of Human Resource Managers in the Public Sector for the effective implementation of the African Charter on the Values and Principles of Public Service and the Administration”

Addis Ababa, Ethiopia
14-18 March 2011
Presented by
Ms. Almaz Atnafu Woldekidane
Senior Governance and Public Administration Officer
Division for Public Administration and Development Management
Department of Economic and Social Affairs
APS-HRMnet Homepage at a Glance

Capacity Building Workshop on Promoting Professionalism in the Public Service
This is the second major training workshop to be implemented under the development project of UNDESA. The rationale behind this Charter is to build trust in government by establishing predictable and consistent service delivery standards and conduct of public officials that will ensure that citizens are treated fairly, equitably and without bias wherever they access government services. It will be implemented and followed by 10th Charter No.

For more information please Click here

Sage Pastel Payroll Software Increases African Footprint
With business partner representation in 16 African countries, payroll and HR software developer Sage Pastel Payroll is extending its international business and providing focused sales and support infrastructure through a well-established business partner network. International sales director at Sage Pastel Payroll & HR, Laurica Kok, said the company has a well-established footprint in Africa, including Namibia, and continues to expand. "We're committed..."

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The Human Capital Telescope: Repositioning HR for Zim economy Take off
HIGH performing human resources (HR) professionals acting in highly organized departments, focusing on business value-added agendas contribute about 12.5% to overall business performance according to recent research. Businesses must modernise their HR departments to get this 12.5%. On a global scale, HR departments in progressive organisations are increasingly being structured according to the urgency-importance frame. The urgency-importance frame cut...

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China–Africa human resource development: Partnership or one-way?
Over the last two years, research has been carried out on several dimensions of China’s education and training cooperation with Africa – in Kenya, Bihar, South Africa, Egypt and Cameroon. Ramatuka readers may be interested to engage with some of themes that are emerging from the study. First, despite China’s discourse about the parity and importance of symmetry in China–Africa cooperation, several of these education and HRD human resource development...

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Site Map
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2. Users can choose navigate the website by using the menu bar or the Site Map.
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For more information please Click here
About APS-HRMnet

The Africa Human Resource Managers’ Network (APS-HRMnet) was launched during the capacity building workshop of UNDESA in Arusha, Tanzania on 27 February 2003. The main objective of APS-HRMnet is to promote professionalism in human resource management and enhance the capacity of human resource managers in the public service in Africa. This website is dedicated to the members of APS-HRMnet and serves as a forum for a continuous exchange of ideas and best practices among human resource managers in order to enhance their capacities. The site contains tools for online conferences and group discussion and serves as a forum for live discussion. It also enables members to download and upload literature on professionalising human resource management and facilitate access to the on-line training programmes on human resource management in the public sector.

Introduction

The quality of human resources is critical to the development of any country. Global, regional and national commitments to sustainable and poverty reduction such as the millennium Development Goals (MDGs) need human capacities in the public, private, and civil society sectors to transform these commitments into results. Therefore, public sector human resource managers occupy a strategic position in the development of a country. However, in many African countries, it has been found out that this strategy position is not recognised in the formulation of development plans and programmes, and human resource managers in the public sector may not be professionally tuned to the critical role they should play.

Recognising the fact that building the capacity of the human resource managers in Africa is a long process that takes time and requires huge resources; and realising that capacity building would benefit from a continuous exchange of new ideas and best practices among the human resource managers themselves, the importance of establishing a permanent forum for such exchange of ideas became vital. The idea to establish this network was born in Cape Town (South Africa) during the International Public Management Association for Human Resources (IPMA-HR) Conference in April 2007. Following the meeting in Cape Town, a selected group of human resource managers from Ethiopia, Kenya, Lesotho, Malawi, South Africa, Swaziland, Tanzania, Uganda and the African Association for Public Administration and management (AAPAM), established a Working Group to bring about the creation of the African Public Sector Human Resources Managers Network (APS-HRMnet). With the support of UNDESA, the Working Group met in 2007 and 2008 to get the support of senior government officials of the public sector in Africa and to prepare the necessary documents, such as the Draft Constitution of the Network. Such meetings took place in Mbabane (Swaziland) in September 2007, in Kampala (Uganda) in April 2008 and finally in Accra (Ghana) in October 2008.

The Government of Tanzania hosted the launching Conference in Arusha, Tanzania from 23-27 February 2009 where more than 140 participants comprising Ministers of Public Service, Permanent Secretaries, Directors of public service commissions, Heads of Institutes of public administration and management development institutes, and other appointing authorities in the public sector met and adopted the Constitution establishing the Network. The Executive Council was appointed by the participants unanimously and the African Association for Public Administration (AAPAM) generously agreed to host the network until such time that the Network obtains sufficient financial and material resources to support its own office.

This site is built by UNDESA as part of its continued support to the institutional development of APS-HRMnet, and its commitment to the professionalization and sustainable development of human resource managers in the public sector. While the primary beneficiaries of the website are public sector human resources managers in Africa, this would also be valuable to all public and private sector human resources managers; civil service commissions; institutes and schools or faculties of public administration, management development institutes; academicians/ researchers; students of public administration and human resource management in the public sector; human resources managers in non-profit organisations; as well as others who are interested in human resources management in the public sector.
Constitution

PREAMBLE

Pursuant to the recommendation contained in the Communiqué of the 29th AAPAM Roundtable Conference which took place in Nelspruit, South Africa, from 3 to 7 September 2007;

And in order to promote, improve and strengthen excellence, integrity and professional standards in the practice of human resource management in the public sector in Africa;

And recognizing the need for the development of competent and professional human resource managers in Africa's public sector to support the development of knowledge, know-how and skills, networks and linkages of personnel in the public sector through whom services are planned and delivered, critical innovations conceptualized and realized and needed reforms carried out for rapid economic and social development of the African continent;

And in recognizing the importance of cooperation and networking among African public sector institutions in the mobilization of resources for advocacy, human resource management professional development, information and knowledge sharing to enhance organizational and individual capacity for effective performance in the public sector;

This meeting of ministers responsible for public service in Africa, human resource managers in the public sector, management development institutes, members of the Africa Association for Public Administration and Management, assembled in Arusha, Tanzania hereby formally resolve this 25th day of February, 2008 to form the African Public Sector Human Resource Managers’ Network (APS-HRMnet) and adopt this constitution.

Please click here to view the entire Constitutions and Rules document.
Contact Us

For general inquiries please contact apshrnet@gmail.com

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Membership Categories

Membership of the Network will be of three categories, namely: individual, corporate and honorary.

Individual Membership
Membership will be open to any individual of good standing in the community whose profession and activities serve to promote the interest and objectives of the network.
Click on English or French to apply online.

Corporate Membership
Corporate Membership shall be open especially to human resource departments in Government Ministries and Local Government Authorities especially those responsible for public service, public service commissions and other appointing bodies, management development institutes, as well as other public organizations in Africa, and any institution, organization or association whose purposes and activities are in concurrence with the objectives of the network.
Click on English or French to apply online.

Honorary Membership
The Network may confer honorary membership upon any individual who has made distinguished contribution to human resource management in Africa.

Membership Dues
Individual membership fee USD 50.00
Corporate membership fee USD 500.00

Payment Methods
Membership dues can be paid using personal cheque, bank draft, credit card.

Bank Draft or Personal Cheques
Make all bank drafts or personal cheques payable to APS-HRMnet.

Mail to:
Mrs. Adah Kabarkoko Musanga
Director-Human Resource Management
Ministry of Public Service
P.O. Box 7000
Kampala, Uganda

How to Apply
Potential Members can apply online, by fax or by email.

Apply Online

Individual: English or French
Organization: English or French

Apply by Fax
Click to download form in English or French. Once the application is filed completely please fax with attention to Mrs. Adah Kabarkoko Musanga at +256-41-255463. Applicants can also scan and send completed applications to musanga.adah@yahoo.com or adah.musanga@publicservice.go.ug.
FAQs

Q. Who can become a member of APS-HRMnet?
A. Membership is open to any individual of good standing in the community whose profession and activities serve to promote the interest and objectives of the network.

Q. Why become a member of APS-HRMnet?
A. To join professional human resource managers in the public sector in Africa and share knowledge and best practices and contribute to the capacity building exercise of human resource management in the public sector in Africa.

Q. What are the advantages of becoming a member to APS-HRMnet?
A. By becoming a member you could also have the following advantages:

1. Create Groups
2. Join Groups
3. Create Discussions
4. Comment on Discussions
5. Add (link or contribute) content.
6. Manage your MyUNPAN(or MyProfile/MySpace functionality)
7. Can have access to free Online Courses
8. Can download documents
Transforming and Empowering the HR Function with Technology

Post Date: Feb 26 2011   Viewed Count: 9   Comment Count: 0
With a growing focus on automated HR systems management, companies across different industries need to align their HR strategies with best practice business intelligence systems. IQPC, the leading global conference company is proud to bring you HR Technology Africa. This conference will offer a platform for you to gain up-to-the-minute information about the constantly changing HR systems landscape and best practice strategies to optimise, integrate and better implement your HR Information Systems (HRIS). Come and meet the key players of the HR technology fraternity and benchmark your organisation against best practice HR systems management and integration. HR Technology Africa will give you the opportunity to hear from global and regional HR experts on the latest cutting edge technologies...
Theme(s): Institution and Human Resources Management
Region/Country: Africa South Africa
Contributed By: DFADM/UNDESA

8th Annual HR Africa

Post Date: Feb 26 2011   Viewed Count: 7   Comment Count: 0
HR Africa has been running for the past 7 years and has grown to be one of the most prestigious human resource events in South Africa. Each year the event brings forth latest and cutting edge Human Resource solutions as well as great networking opportunities. This event has been a key platform for the creation of numerous successful partnerships and support from our sponsors, exhibitors and media partners.

8th Annual HR Africa will be growing and including new areas of HR in 2011! Attend the 2011 conference and hear case studies from across industry, in SA and rest of Africa.
Theme(s): Institution and Human Resources Management
Region/Country: Africa South Africa
Contributed By: DFADM/UNDESA
Recent Events


Presentations:

- Enhancing Public Administration Effectiveness in Africa through Strengthening Local Leadership Capacity, by Dr. John-Mary Nkuere
- The Use of ICT in Managing Human Resources in the Public Sector: The Cameroon Case, by Dr. Jean-Yves Djamen
- Trends & Challenges for HR Management in the Broader Public Sector in the International Arena, by Mr. John Levole
- Policy and Methodologies for Evaluating Performance of the Public Service in Tanzania, by Mr. Pasi Ise
- Strategic Human Resource Management - Narrowing the Gap between Policies and Practice in the Public Service in Africa: The Audit Model, by Dr. Jean-Yves Djamen
- Human Resource Management Policy and Strategy in the Public Service

Capacity Building Workshop for Public Sector Human Resource Managers in Africa on ‘Strengthening Human Resource Capacities for the Achievement of the Millennium Development Goals and the Africa’s Development” will be held from 12-16 April 2010 in Cotonou, Republic of Benin.

Public sector human resource managers occupy a strategic position in the development of a country. However, in many African countries, this strategic position is not recognized in the formulation of strategies and human resource managers in the public sector may not be professionally tuned to the critical role they should play.

- The United Nations Department of Economic and Social Affairs working with UNDP and African partners has embarked on a coordinated program to strengthen the human resources management function in the public service in Africa. In this context, the workshop is being organized with its main objective to enhance the capacity of human resource managers in the public service in Africa to carry out the various functions of HRM in the public service to improve performance.

For more information please click here.

Workshop on Capacity Building for Human Resource Development Policy and Strategy in the Public Service

The Division for Public Administration and Development Management of the United Nations Department of Economic and Social Affairs (DPADM/UNDESA) is organizing a training workshop in collaboration with the Government of the United Republic of Tanzania in Arusha, Tanzania from 23 to 27 February 2009, as a follow-up of the Arusha International Conference Center to launch the African Human Resources Management Network - APS-HRMnet. The idea to establish this network was born in Cape Town (South Africa) during the International Public Management Association for Human Resources (IPMA-HR) Conference in April 2007. Following the meeting in Cape Town, a special group of human resources managers established a Working Group and met at various venues organized by DPADM/UNDESA in Muscat/Iran (2007), in Kampala/Uganda (April 2008) and finally in Accra/Ghana (October 2008). This workshop marks the culmination of the work of the UNDESA and a selected Group of Human Resources Managers of the African Association for Public Administration and Management (AAPAM), Ethiopia, Kenya, Lesotho, Malawi, Namibia, Niger, Nigeria, South Africa, Tanzania, Togo, and Zimbabwe.

Event

- Transforming and Empowering the HR Function with Technology
- 6th Annual HR Africa
- Capacity Building Workshop on Promoting Professionalism in the Public Service

Become a Member of APS-HRMnet

E-Learning

Enroll in free courses on Public Administration and Human Resources Management Development Click to enroll
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E-Learning

APS-HRMnet Online training courses are available to members with Internet access and are provided free of charge. The courses are available in English and Spanish.

Please login or register to view and access the courses available listed below:

Courses Available for Registered Users

**Institution and Human Resources Management**
1. Decentralized Governance
2. Human Resources Managers Capacity Development
3. Gestión Presupuestaria Basada en Resultados (Spanish)
4. La Calidad en las Organizaciones Públicas (Spanish)
Africa Public Sector Human Resource Managers' Network

DISCUSSION GROUPS

Featured Groups

**HR Directors**
This is a group for HR Directors to discuss common issues and share ideas.

**Training Managers**
This is a group for training managers.

All Groups (4)

**HR Directors**
This is a group for HR Directors to discuss common issues and share ideas.
Created Date: 2/28/2011
Last Activity: 3/3/2011

**Training Managers**
This is a group for training managers.
Created Date: 2/28/2011
Last Activity: 3/3/2011

**Leadership and Succession Planning**
For HR Managers to discuss their organization's succession planning strategy.
Created Date: 3/3/2011
Last Activity: 3/3/2011

**HR Strategy**
This group is for HR Professionals to discuss various HR Strategies and best practices.
Created Date: 3/3/2011
Last Activity: 3/3/2011
HR Directors
This is a group for HR Directors to discuss common issues and share ideas.

Add Thread

<table>
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<th>Discussion</th>
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<tbody>
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<tr>
<td>360 Degree Feedback</td>
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Recent joined People

- alimazi@un.org [1/18/2011]
- hosang1@un.org [1/18/2011]
- alvesdelima@un.org [1/18/2011]
- ca2@un.org [1/18/2011]
360 degree feedback is a method and a tool that provides each employee the opportunity to receive performance feedback from his or her supervisor and four to eight peers, reporting staff members, coworkers and customers. Most 360 degree feedback tools are also responded to by each individual in a self-assessment.

360 degree feedback allows each individual to understand how his effectiveness as an employee, coworker, or staff member is viewed by others. The most effective 360 degree feedback processes provide feedback that is based on behaviors that other employees can see.

The feedback provides insight about the skills and behaviors desired in the organization to accomplish the mission, vision, and goals and live the values. The feedback is firmly planted in behaviors needed to exceed customer expectations.

People who are chosen as raters, usually choices shared by the organization and employee, generally interact routinely with the person receiving feedback.

The purpose of the 360 degree feedback is to assist each individual to understand his or her strengths and weaknesses, and to contribute insights into aspects of his or her work needing professional development. Debates of all kinds are raging in the world of organizations about how to:

- select the feedback tool and process,
- select the raters,
- use the feedback,
- review the feedback, and
- manage and integrate the process into a larger performance management system.

360 degree feedback has many positive aspects and many proponents. The 1999 State of the Industry Report from the American Society for Training and Development (ASTD), reviewed the training practices of more than 750 firms. Fifty-five firms, described by ASTD as leading edge in their training approaches, rely heavily on employee feedback, including 360 degree feedback and peer review, for individual development plans and annual performance reviews.

Seventy-five percent of these companies provided individual development plans, and 33 percent provided 360 degree feedback for most of their employees in 1999, compared to 50 percent and 10 percent in 1997, according to ASTD.

Organizations that are happy with the 360 degree component of their performance management systems identify these positive features of the process. These features will manifest themselves in well-managed, well-integrated 360 degree feedback processes.

**Improve Feedback From More Sources**: Provides well-rounded feedback from peers, reporting staff, coworkers, and supervisors. This can be a definite improvement over feedback from a single individual. 360 feedback can also save managers’ time in that they can...
### My Subscriptions

#### Institution
- AAPAM
- ADB
- AMDIN
- APCITY
- ARADO
- ASPA
- CAFRAD
- CAIEMED
- CARICAD
- CIG

#### My Selected Institution

#### Region/Country
- Global
- Africa
- Americas
- Asia
- Europe
- Oceania
- Australia and New Zealand
- Caribbean
- Central America
- Eastern Africa
- UNPACS

#### Theme(s)
- Citizen Engagement in Development
- Electronic and Mobile Governance
- Electronic and Mobile Govt - E-Participation
- ICT for MDGs
- Institution and Human Resources
- Internet Governance
- Knowledge Management in
- UNPACS
- UNPAN

#### My Selected Theme(s)

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