Enhancing Professionalization of Human Resource Management in the Public Service in Africa


Cotonou, Republic of Benin – 12 to 16 April 2010
FINAL REPORT

Of the

APS-HRMnet Regional Workshop

*Strengthening Human Resource Capacities for the Achievement of the Millennium Development Goals and Africa’s Development*

Cotonou, Republic of Benin, 12 - 16 April 2010

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I. Introduction

1. The United Nations Department of Economic and Social Affairs (UNDESA) held its second workshop on capacity building for public sector human resource managers in Africa in Cotonou, Republic of Benin from 12 to 16 April 2010, in collaboration with the Africa Public Service Human Resource Managers Network (APS-HRMnet), the UNDP office in Cotonou, and the Ministry of Administrative and Institutional Reform of Benin (MRAI). This report highlights key achievements and conclusions of the workshop.

II. Background and Objective of the Workshop

A. Background

2. The quality of human resources is critical to the development of any country. Whether it is in the achievement of the Millennium Development Goals as agreed during the United Nations Millennium Summit, or other intergovernmental commitments such as the Plan of Action for Sustainable Development as set out at the Johannesburg World Summit on Sustainable Development, or regional commitments such as the New Partnership for Africa’s Development (NEPAD) and the various development strategies formulated at the country level, it is imperative that the translation of such aspirations into tangible results be placed in the hands of capable human resources. Global, regional and national commitments to sustainable development and poverty reduction need human capacities in the public, private, and civil society sectors to transform these commitments into results. Moreover, the knowledge, know-how and skills, networks and attitudes of personnel in the public sector are at the heart of the performance of countries because it is through them and by them that services are planned and delivered, critical innovations conceived and realized and needed reforms carried out.

3. 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 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. “While many governments have professional, and sometimes very prestigious cadres or corps in some areas, with members who include graduates of elite academies……the Human Resource Management (HRM) function is commonly discharged by generalist administrators, often coming under an administrative cadre, corps or similar structures….playing a restricted, bureaucratic and reactive role, confined by and large to routine decisions about staff entitlement to pay increments and the like, very many of which could be “read” off the administrative regulations governing staff behavior with little or no real input into strategic decisions about staff management, let alone decisions on how to achieve the overall core objectives of government”.

4. Africa is coming to grapple with the challenge of human resource development especially in its public sector. The Seventh Africa Governance Forum (AGF 7), which took place in Ouagadougou (Burkina Faso) at the end of October 2007, discussed the issues related to
public service reforms and enhancing institutional and human capacities in the public sector. The conclusions and recommendations of the AGF7, which are directly related to the inadequate capacities of human resource managers in the public service in Africa, are the driving force behind the establishment of the Africa Public Sector Human Resource Managers’ Network (APS-HRMnet). The AGF 7 drew the following conclusions:

a) There exists in the average African country uncoordinated and fragmented approaches to human resources development; uncoordinated training programs; inadequate linkages between training output and the labor market requirements; wastage and misplacement of personnel; and lack of monitoring mechanisms to determine the capacity and productivity of the trained personnel to contribute meaningfully to national development;

b) With respect to institutional capacity, the African bureaucracy has grown so large that its capacity to perform effectively and efficiently has often been checked. The continent has not been able to recruit and retain the needed well-trained and skilled personnel due to a host of challenges that include low salaries; poor conditions of service; over-centralization; dilatory and outdated procedures; loopholes in administrative procedures leading to difficulty in maintaining objectivity, accountability and transparency in decision-making; and, consequently, a largely uncompetitive working environment. This state of affairs has been translated into low institutional productivity and human resource flight through brain drain. Institutional and human resource capacity limitations in the field of economic management are among the most evident frailties of most African countries and for which capacity enhancement requires immediate attention;

c) Institutional capacity development, complemented by human resource development, has been recognized to be at the centre of the process of making States capable of meeting their citizens’ developmental aspirations.

5. Challenges such as the above are associated with inadequate capacity for managing the human resources. Clearly, for this situation to change in the public sector of African countries there is a need to adopt a model of the human resource management function which will best enable governments to manage their staff so as to achieve their key objectives. Such a model will enable human resource managers to play the roles of: (i) strategy expert; (ii) work organization expert, (iii) employee champion, and (iv) agent of continuous transformation as advisers on change management processes, such are the stages that a public agency should go through when it implements a skills development program. In order for human resource managers to play these roles effectively, they will need to be specialists, advisers, and consultants very conversant in all aspects of human resource management. They will need to have both a solid understanding of the environment in which the organization operates and the ability to deliver services efficiently. Governments will need to invest in the training of their own administrators or appoint human resource management specialists from the outside, if needed, in order to manage the staff effectively. Human resource management specialists also need to be taken as serious strategic partners by senior officials and politicians if they aspire to influence the strategic management of human resources in the public sector. To achieve these ideals, the sharing of knowledge and
insights amongst African public sector human resource management professionals is regarded as imperative.

6. An efficient and motivated civil service is critical for governance, formulation and implementation of economic policy, production and distribution of public goods and services and management of public expenditure. The broader aim of civil service reform is, therefore, the creation of a government workforce of the size and with the skills, incentives, ethos, and accountability needed to provide quality public services and carry out the functions assigned to the state. However, in many African countries, the seriousness with which public service reform programs were planned and implemented did not consider that human resource managers are the most strategic partners in reforming the public service. Neglecting issues related to the undeveloped professional status of human resource managers in the public sector in Africa and relegating the human resource managers to non-core and non-strategic functions when they are supposed to be the top advisers and leaders of public service reform and leadership capacity development programs was a huge mistake and has been partly responsible for continued inadequate capacities in the public service”.

7. The United Nations Department of Economic and Social Affairs (UNDESA), working with African partners including the Pan African Conference of Ministers of Public Service, the African Association for Public Administration and Management (AAPAM), the African Management Development Institutes Network (AM DIN), the UNDP country offices in Africa and human resource managers in the public service in Africa, has embarked on a coordinated program to strengthen the human resource management function in the public service in Africa. In February 2009 the first capacity building workshop was held in Arusha, Tanzania, which focused on human resource development policy and strategy. During the workshop, the Africa Public Sector Human Resource Managers’ Network (APS-HRMnet) was launched, its Executive Council elected and an Interim Executive Secretary appointed.

8. The workshop on “Strengthening Human Resource Capacity for the Achievement of MDGs and Africa’s Development” is the second activity among the many others planned to take place in the near future in close collaboration with the APS-HRMnet to nurture its growth and sustainability, and to contribute to the improvement of the capacity of human resource management in the public sector in Africa.

B. **Main Objectives of the Workshop**

9. The main objective is to enhance the capacity of human resource managers in the public service in Africa, to carry out the various functions of human resource management in the public service, and to improve performance. The Workshop had the following specific objectives:

a) Enhancing knowledge and skills of human resource managers in the public service in order to improve the provision of services by African governments.

b) Strengthening networking of human resource managers in the public service for knowledge and information sharing in human resource management in the public
sector as a means of enhancing capacity development of human resource managers in the public service.

c) Creating a forum for closer interaction between political leaders (Ministers responsible for public service) and human resource managers and propose policies and strategies for improving the management of human resources.

d) Providing opportunity for strengthening the linkage and networking among human resource managers in ministries responsible for public service, their counterparts in Public Service Commissions and other appointing authorities in the public sector, and in Management Development Institutes that are the providers of training for the public service and other key stakeholders in the development of professional capacities of human resource managers in the public sector in Africa.

C. Target Groups

10. The workshop was honoured by the presence of Ministers responsible for Public Service of Benin, Kenya and Tanzania. Also participating in the workshop, were the secretary-generals and deputy permanent secretaries of departments, directors and deputy directors of schools and institutes of administration, director-generals of public service, and personnel and human resource managers of public administration.

11. The Workshop is designed for managers of human resources in the public sector; organizations in Africa with a focus on ministries especially those responsible for public service, Public Service Commissions and other appointing authorities in the public sector, and representatives of Management Development Institutes. All members of the APS-HRMnet Executive Council and the Advisory Committee were invited to attend and participate in organizing and facilitating the workshop. Development partners involved in providing support to the capacity building of human resource development in the public sector in Africa were also invited to attend. Ministers responsible for public service, especially those who are on the Committee of the Pan African Conference of Ministers of Public Service were invited to participate to cultivate political commitment to the development of professional competences for effective management and development of human resources in the public sector in Africa. The participation of the Ministers created a conducive environment for discussing human resource management policy and strategy issues that require the attention of political leadership in Africa. International organizations such as the World Bank, the United Nations Development Program (UNDP), and the International Public Management Association for Human Resources (IPMA-HR) joined the United Nations Department of Economic and Social Affairs (UNDESA) and the United Nations Economic Commission for Africa (UNECA) to support and facilitate the workshop.
III. Speeches and Key Messages of Guests of Honour

A. Message of the Minister of Administrative and Institutional Reform, H.E. Mr. Joseph Ahanhanzo, Benin

Honourable Minister of State responsible for Planning, Development, the Assessment of Public Policies and the Coordination of Government Action, representing the President of the Republic of Benin, Head of State, Head of Government;
Honourable Ministers;
The Representative of the United Nations Department of Economic and Social Affairs;
The Resident Representative of the United Nations Development Program;
Your Excellencies the Ambassadors, Heads of Diplomatic and Consular Missions and Representatives of International Organizations;
The President of the Africa Public Sector Human Resource Managers Network;
Madam the Director of the Civil Service Cabinet of the President of the Republic of Benin;
The Secretary General of the Government;
The Secretary General of the State House;
Ladies and Gentlemen, the Staff members of different ministerial Cabinets;
Ladies and Gentlemen, the Secretary-Generals of the Ministries;
The Prefects of Departments;
Ladies and Gentlemen, Distinguished Guests in your different capacities, functions and qualities;
Distinguished Participants;
Honourable Guests;
Ladies and Gentlemen,

12. It is a great pleasure for me to take the floor in my capacity as the President of the Organizing Committee, at the official opening ceremony of the Capacity building workshop on Strengthening Human Resource capacities for the achievement of the Millennium Development Goals and Africa’s Development.
13. First and foremost, I would like to conform to tradition by wishing our distinguished Guests our warm welcome to the African Home of Benin, a country which is rich with its traditional hospitality. The people of Benin are happy to welcome you to this important meeting whose objective is to facilitate a more efficient and speedy achievement of the Millennium Development Goals and Africa’s Development.

14. This meeting, whose proceedings will shortly be launched by the Minister of State responsible for Planning, Development, the Assessment of Public Policies and the Coordination of Government Action, representing the President of the Republic of Benin, Head of State, and Head of the Government is an initiative of the African Association for Public Administration and Management (AAPAM). This is the testimony of our willingness to fulfill our duty, which is the effective achievement of the MDGs. For African countries, it is a question of taking up the challenge of poverty alleviation by focusing on the quality of education, on gender equality, on the quality of health and the environment.

15. Dear Participants, Ladies and Gentlemen, As you are well aware, the MDGs were formulated during the Millennium Declaration and adopted on September 8, 2000 by the United Nations General Assembly. They are quantitative global goals to be achieved by the year 2015 by the International Community.

16. These objectives guide and influence national development policies and strategies of many countries, including African countries. From this point of view, the quality of human capital must be a constant concern, especially as regards the human resources of the public service in Africa since the management of human resources in the public administration in Africa is the weak link in the public management chain.

17. The size of the workforce of our administrations constitutes another challenge which must be taken up in order to achieve the Millennium development goals in our respective countries by the deadline.

18. This state of affairs could annihilate the efforts of reforms undertaken in the public sector in recent years, especially as regards result-oriented human resource management. It is therefore necessary more than ever, to put in place an efficient human resource management system within our public administration, with a clear strategy, which would provide guidance and objectives aimed at achieving the MDGs by the year 2015 to the great satisfaction of our population.

19. This capacity building workshop in its strategic dimension provides an opportunity to determine the scope and consistency of the management of human resources in our public services in relation with the achievement of the MDGs. It is beneficial for each member country of the Network to draw lessons from the experiences of other countries and increase the chances of success in achieving the MDGs.

20. Learning to put performance at the core of the administrative mechanism in order to serve better the users/clients and meet their various expectations, such as: enabling them to feed themselves properly, have access to safe drinking water at a lower cost, send their children to
school without fearing the direct costs of education, have access to quality health care within a short distance; is the real issue why you are invited here to provide a framework, so as to restore confidence of users/clients in the public administration in Africa.

21. Aspects related to the promotion and empowerment of girls and women deserve your attention.

22. Dear participants, Ladies and Gentlemen, Officials in charge of human resource management in the public services in Africa are the guarantors of the following:

- Professional moral values within the administration;
- The satisfaction of the expectations of users/clients;
- Managing contradictions which are specific to the very organization of the public service;
- The establishment of career development process;
- The promotion of productive skills;
- The translation of strategic human resource management of the public administration in meeting the vital needs of our populations.

23. Therefore, the Cotonou Workshop, apart from being a forum for the sharing and analysis of highly intellectual ideas, it must go further in order to bring out bold and innovative responses to the realization of development targets aimed at meeting the expectations of our populations as soon as possible.

24. In this context, I would like, on behalf of my colleague, the Minister of Labour and Public Service, and on my own behalf, to extend my profound gratitude particularly to the various Ministers from brotherly and friendly countries who are here present, the representative of the United Nations Department of Economic and Social Affairs (UNDESA), Madam the UNDP Resident Representative in Benin, the members of the APS-HRMnet, but especially, the Minister of State responsible for Planning, Development, the Assessment of Public Policy and the Coordination of Government Action (MPDEPP-GAC) for the interest he has shown towards the organization of the Workshop on the one hand, and for his presence in this hall on the other hand. His presence among us this morning is a clear evidence of the willingness of the Government of Benin to meet the challenges of achieving the MDGs by focusing on the quality of its human resource strategy for poverty alleviation.

*Ladies and Gentlemen I thank you for your kind attention.*
B. Speech by Mrs. Nardos Bekele-Thomas, Resident Coordinator of the United Nations System and UNDP Resident Representative

Honourable Minister of State responsible for Planning, Development, the Assessment of Public Policy and the Coordination of Government Action;
Honourable Ministers;
The Heads of Institutions of the Republic of Benin;
Your Excellencies the Ambassadors, Heads of Diplomatic and Consular missions and Representatives of International Organizations,
My dear Colleagues of the United Nations System;
The Chairperson of the Pan African Conference of Ministers responsible for the Public service;
Honourable Guests;
Dear Participants;
Ladies and Gentlemen;

25. It is a great privilege for me to take the floor today on the occasion of the opening ceremony of the International Capacity building Workshop for Public sector Human Resource Managers for the achievement of the Millennium Development Goals and Africa’s development.

26. First and foremost let me extend my deepest gratitude to the Government of the Republic of Benin for having accepted to host this important forum and for the hospitality extended to the high level personalities, coming from 42 African countries and to whom I extend a warm welcome. It is also appropriate to welcome the participants coming from within Benin. Your presence here today is the testimony of the interest shown by your respective countries on development issues in general and in particular on the issue of strengthening human resources to accelerate progress towards the achievement of the MDGs.

27. Therefore, I am delighted that this international workshop comes before the UN Summit on Millennium Development Goals scheduled to take place in September 2010, with a view to assessing progress, identifying gaps and initiating an appropriate plan of action for achieving the MDGs. This leads me to believe that the conclusions of this workshop will no doubt feed into the discussion of the summit to be held in New York.
28. **Honourable Minister of State, Your Excellencies, Ladies and Gentlemen,** we are barely five years away from the year 2015, and the record for the achievement of the MDGs is mitigated for the excellent reason that it is proven that African countries will not be able to meet the deadline of 2015 for all the eight MDGs. Consequently, we are entitled to wonder when then will Africa achieve the MDGs?

29. Studies have revealed that the achievement of MDGs in Africa is faced with difficulties resulting, among others, from governance problems, conflicts, and moderately from public aid to development and the difficulty of tapping from globalization, etc. As we can see, the issue of governance is at the heart of development problems and to make good governance a development carrier, we need to invest in capacities of both human resources and institutions.

30. Good governance facilitates the increase of income and is therefore necessary for economic growth, which is indispensable for the creation of employment and opportunities for poverty reduction. There we can see a remarkable double causality in place as regards the MDGs, for it shows the importance of a strategy geared at the achievement of the MDGs, either by improving governance practices or by investment dedicated to human capital, to the management of the public sector and to equipment.

31. Talking about good governance is to talk, *inter alia*, about administrative governance. The Public Administration in Africa is currently experiencing a number of shortcomings, weaknesses and inadequacies which undermine its neutrality and impartiality. The very notion of public service deserves to be reconsidered. This status of the African public administration must appeal to higher authorities of all countries and the population, and in this regard it raises many questions, particularly the following:

   - **First,** what type of administration does Africa need to accelerate its progress towards the achievement of the MDGs?
   - **Secondly,** what are the lessons learnt from countries who have achieved the MDGs?
   - **Thirdly,** what type of alternative does Africa need in order to put in place an effective and efficient administration?
   - **Fourthly,** why does African administration, which used to be the reservoir of expertise, no longer attract the best human resources and/or retain the best talents?

32. It is the search for appropriate solutions to these questions which justifies the choice of the topic for the present workshop. It seems adequate for me to underline the close link between the improvement of knowledge and competence of the staff in charge of the management of human resources in the African public service and the achievement of the MDGs. In fact, the implementation of the MDGs, the commitments made, and sector-based strategies of development, require a public administration endowed with capacities in human resources capable of translating aspirations into tangible results and managing their execution, monitoring and evaluation. It is therefore obvious that, African governments should be endowed with an efficient and effective administration, committed to working for the creation of an equitable and fair society.
33. Honourable Minister of State, Your Excellencies, Ladies and Gentlemen, here is an opportunity for me to emphasize the emergency of the transformation of mentalities in order to put in place a public administration of development, really at the service of the population. It is important for the population in its double capacity of beneficiaries of services and taxpayers to be in a position to appreciate and assess the quality of services provided by the public administration. To that effect, the African public administration must be equipped and endowed with tools and systems of management (human resources and results) that allow an adaptation capacity of its services to the needs of populations as well as to changes induced by globalization. It is at that cost that accountability becomes a reality.

34. The Cotonou workshop gives you the possibility to share knowledge, know-how, competences and networking among human resource managers in the public service so as to improve institutional capacities and human resources in order to respond to the development aspirations of citizens. I am convinced that issues relating to ethics and professional values, results-oriented management, human resource management, the contract-programs system in use in some countries, should be at the center of the debate during this workshop. Therefore, it is high time, in my view, for public administration to invest into research in order to be able to improve its service provision, to permanently question itself and to respond to the ever increasing needs of citizens. To this end, a close collaboration with universities as well as with research institutions would be considerably beneficial.

35. Honourable Minister of State, Your Excellencies, Ladies and Gentlemen, my presence and that of my colleagues among you is the demonstration of our conviction that African countries need an administration that is strong and capable to boost development on the one hand, and the commitment of the System of the United Nations to continue supporting Governments in their efforts towards achieving the MDGs, on the other hand.

36. It is on this note of hope that I would like to bring my remark to a close, wishing you full success for your deliberations and a pleasant stay in Benin for those who are visiting.

Long live to International Cooperation,
Long live to the Republic of Benin
Thank you for your attention.
37. Allow me to join earlier speakers before me to welcome you to this capacity building workshop for Public Sector Human Resource Managers in Africa. This workshop is the second among many more that are planned whose objective is to contribute to the enhancement of the capacity of human resource management in the public sector in African countries.

38. Let me at the outset thank very sincerely all the Network cooperating partners who have made this workshop possible; The United Nations Department of Economic and Social Affairs, (UNDESA), The African Association for Public Administration and Management, AAPAM, the African Management Development Institutes Networks (AM DIN) and The International Public Management Association for Human Resources (IPMA-HR). Others are the African Capacity Building Foundation (ACBF), The World Bank, UNDP, The Commonwealth Secretariat and the United Nations Economic Commission for Africa (UNECA).

39. This workshop will certainly go a long way in nurturing the growth and sustainability of the Africa Public Sector Human Resource Managers Network (APS-HRMnet). The presence here today of the Chairperson of the 6th Pan African Conference of Ministers of Public Service, Hon. Dalmas Anyango Otieno, Minister of State for Public Service of Kenya and the matron of the Network: Hon. Hawa A. Ghasia Minister of State at the Presidents Office in charge of Public Service Management of Tanzania, is a clear indication of political support and it gives the APS-HRMnet a strong starting point in its quest for strengthening the capacity of human resource managers in the public sector in Africa towards a better performing public Service. Their participation will also create a conducive environment for discussing human resource management policy and strategy issues that require the attention of political leadership in Africa.

40. Distinguished Ladies and Gentlemen, This training event also marks the end of the first year of the existence of APS-HRMnet. I am happy to report that the Network is increasingly becoming recognized as an important tool to support the improvement of human resource managers’ capacity in Africa. At the AAPAM meeting in Nairobi, Kenya, in September 2009 where a communiqué of the Network was presented, an appeal for support was made, and the network was officially introduced.
41. The APS-HRMnet is now fully registered in Tanzania and during the course of the current training workshop, organs of the network, i.e. the Secretariat, the Executive Council and the General Assembly will be able to meet and review the progress to date and chart the way forward for the Network. It is also planned that during the second year of the existence of the network, we would focus on membership drive to bring more members on board and enlist more cooperating partners in furthering the objectives of the Network.

42. Let me conclude my brief remark by thanking the Government and the people of Benin for accepting to host this training workshop and for the wonderful hospitality accorded to all delegates. I thank all members of the Network for finding the time to come to this beautiful country and attend this training workshop. To our cooperating partners, once again thank you for your support. This workshop will greatly contribute to enhancing the institutional capacity of the Network and elevating its image and stature as a body that can support the professionalization of human resources management in the public sector in Africa.

_I thank you all for your kind attention._

**D. Keynote Address by Hon. Dalmas Otieno Anyango, Kenyan Minister of State and Chairperson of the Pan-African Conference of Ministers of the Public Service in Africa**

_Fellow Hon. Ministers in charge of Public Service present; Dr. John-Mary Kauzya, Chief of Governance and Public Administration Branch of the United Nations Department of Economic and Social Affairs; The public sector Human Resource Managers present; Ladies and Gentlemen,_

43. It gives me great pleasure to once again be called upon to make remarks during this auspicious occasion of the opening of the Workshop on Strengthening Human Resource Capacities for the Achievement of MDGs and Africa’s Development.

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44. I am especially gratified to note the determination of UNDESA to strengthen the Africa public sector Human Resource Managers’ Network (APS-HRMnet) since its launch in Arusha, Tanzania, in February 2009. I also note that the organizers of the Workshop recognize the critical role played by the Pan African Conference of Ministers of the Public Service in engendering political commitment to the development of professional competencies in the public sector in Africa. Indeed my presence here as Chairperson of the Conference together with fellow Ministers of public service serves to emphasize this commitment.

45. **Ladies and Gentlemen,** the increasing likelihood of failure by African countries to achieve most of the Millennium Development Goals by 2015 can be attributed to several factors among them the weak institutional, human and governance capacities. While strengthening human resource capacities in our countries may not in itself guarantee achievement of the MDGs, it will significantly contribute to progress in some of the critical goals especially those directly related to economic development and health.

46. Training and capacity building in the public service remains a key priority in enhancing the public service to facilitate the implementation of development strategies. To this end, Ministries of the Public Service as well as Management Development Institutes in the public service will be required to explore innovative approaches to transform economies towards global competitiveness. This will involve, inter alia, fast tracking the development of competencies, including strategic and executive leadership.

47. **Ladies and Gentlemen,** as you are aware, the 1980s and 1990s saw the gradual deterioration in the performance of the economies of many African countries as well as infrastructure decay and poor performance in various sectors of the public service. The launching of the MDGs in September 2000 was therefore done against this unfortunate background. This contributed in adversely affecting key national economic, social and health indicators in the past decade. However, I wish to acknowledge the valiant efforts by several African countries in reversing this initial decline through the introduction of reforms aimed at transforming the public service into a more focused, more efficient and professionally managed agent that is more attuned and responsive to the needs of the citizens.

48. **Ladies and Gentlemen,** as you reflect on the various thematic areas of the Workshop, I would like to urge you to consider the necessity to shift focus from concept to practical and effective ways of resolving the various challenges that hamper the development of African countries. Specifically on the thematic area of attracting and retaining talent, I wish to appeal to you to come up with ideas on talent management strategies that are effective in stemming brain drain by addressing the critical “pull” and “push” factors. We, for instance, lament too often about lack of financial resources to attract the desired human resources while ignoring the equally critical non-financial incentives.

49. In managing diversity in the public service, participants may wish to consider the challenges and interventions necessary in bringing out the best from the diversity that is manifested in race, tribe, religion, socio-economic circumstances, gender, the minority and culture. As you are aware, we have on many occasions failed to realize development by focusing
attention on the negative aspects of our diversity.

50. **Ladies and Gentlemen,** earlier, I alluded to the need to pay particular attention to the MDGs that have specific relevance to the health sector. This is informed by the daunting challenges that the health sector in many African countries face. These challenges are largely attributable to deficiencies in the institutional and human resource capacities in the sector.

51. Achievement of MDG 4 on reduction of infant mortality and MDG 5 on improvement of maternal health have for instance been undermined by various factors including dependence on erratic assistance from global initiatives but more importantly the inadequacy of human resources especially in terms of critical Staff levels and capacity in regard to medical facilities. This also applies to the MDG on combating HIV/AIDS, malaria and other diseases. I mention these three MDGs only for illustrative purposes and to highlight a critical drawback in the aspirations of our countries to develop.

52. I have noted with appreciation that the workshop will consider the subject of staff performance evaluation and its contribution to performance improvement. Participants are aware that the traditional approach to performance appraisal has often failed to stimulate performance improvement both at the individual officer’s level and within the public service. This is partly as a result of failing to conduct performance appraisal within the context of a strategic approach to performance management. In view of the apathy and hostility with which performance appraisal is sometimes viewed in the public service, there is need to explore ways in which the process of evaluation of staff performance can be improved as a human resource capacity building and performance improvement tool.

53. **Ladies and Gentlemen,** the public service has been assailed often with justification on its lack of an effective governance and accountability culture. Though there exists elaborate national legislation to promote governance and accountability in our public service, the relevance of the legislation is considerably reduced where it is not supported by effective administrative measures of accountability. In order to inculcate a positive attitude and behavior among public servants and to eliminate corruption, wastefulness and ineptitude, there is a need to develop capacity building programmes aimed at promoting integrity and accountability in the public service. The rules and standards of governance in the public service should never be compromised on the basis of the often cited permissive African traditional practices of benevolence and family loyalties.

54. In conclusion, I wish to observe that the extent to which efforts to build and strengthen human resource capacities positively impact on development in Africa will depend on several factors including the following:

- Identification of critical skills that are necessary for the achievement of national development goals.
- Development of effective talent management strategies aimed at harnessing home-grown human resources with innovative attraction and retention
approaches.
- Enforcement of legal and administrative provisions on governance and accountability in the public service.
- Cross-transfer of information and skills between the public and private sectors to tap into best practices and global standards.
- Financial provision in national and sectoral budgets to facilitate institutional and staff capacity building.

55. **Finally Ladies and Gentlemen**, I look forward to a week of lively discussions whose primary aim is not to expound lofty ideas but to provide an environment in which the socio-economic status of our countries will be uplifted.

Thank you

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**D. Vote of thanks by Hon. Hawa A. Ghasia (MP) Minister of State in Charge of the Public Service Management, United Republic of Tanzania**

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It is indeed an honour, a pleasure and a privilege as a Matron of the Africa Public Service Human Resource Managers’ Network to give vote of thanks at this opening ceremony. First, I would like to sincerely thank you, the Guest of Honour for your insightful opening remarks that have set the tone for our five days workshop. We really thank you for providing the direction for our work in the next five days. Secondly, I would like to express our profound gratitude to the Government and the people of the Republic of Benin for accepting to host this important meeting and for the wonderful hospitality accorded to all delegates. I know it is a big task and you are handling it very well, Merci Beaucoup!

Allow me also to thank all Ministers present here today. Your attendance and contributions at this important workshop is a clear manifestation of your strong commitment to development and your recognition of the fact that adequate human capacities at global, regional and national level is necessary for sustainable development and reduction of poverty.

It is imperative for us to sustain the momentum for further reforms aimed at putting human resources at the centre of our national development agendas. I also thank the Director of Cabinet Ministry of Administrative and Institutional Reforms and his team for successfully coordinating the preparations for the meeting and keeping the momentum going.

Distinguished participants, ladies and gentlemen, this capacity building workshop would not have been possible without the support of our partners. I thank the United Nations Department for Economic and Social Affairs (UNDESA), UNDP and UNECA for generously contributing to the workshop. I also thank the African Association for Public Administration and Management (AAPAM), the African Management Development Institutes Network (AM Din) and the Executive Committee of the APS-HRMnet for helping to organize and facilitate the workshop. Last but not least, I would like to thank the Governments of Member Countries for sponsoring the participation of their respective officials to attend this important Workshop.

Despite the many challenges, Africa is now poised for faster economic and social development. The speed, at which we will improve, greatly depends on how our human resource capacities are developed and utilized to propel greater contributions to our development. As the late Mwalimu Julius Nyerere, the father of the Tanzania nation once said ‘it can be done’ let us play our part.

Ladies and Gentlemen, With these few words, I thank you very much for your kind attention.
E. Speech by H.E. Mr. Pascal Irénée Koupaki, Minister of State responsible for Planning, Development, the Assessment of Public Policies and the Coordination of Government Action.

Ladies and Gentlemen, Members of the Government, Dear Colleagues,
Honourable Representative of the United Nations Department of Economic and Social Affairs (UNDESA),
Madam the Resident Representative of the UNDP,
Your Excellencies the Ambassadors, Heads of Diplomatic and Consular Missions and Representatives of International Organizations,
Honourable Chairperson of the African Public Sector Human Resources Managers’ Network (APS-HRMnet),
Honourable Guests, Ladies and Gentlemen,

61. On behalf of the Head of State, Doctor Boni Yayi, I would like to commend the holding of this Workshop, on this day, Monday 12th April 2010 in Cotonou, Republic of Benin, organized within the framework of enhancing capacities of human resources for the achievement of the Millennium Development Goals and Africa’s Development. Benin is honoured to host, in its economic capital city, this international gathering which has a very special importance, as it is aimed at valuing the capacities of the staff in charge of public service in Africa in order to pursue development objectives and achieve the MDGs.

62. Honourable Guests, Ladies and Gentlemen, the necessity of finding appropriate and sustainable solutions for the problems facing the majority of the world population has lead all the countries of the planet to undertake an eminently historic action on the eve of the 3rd Millennium. This action, more than a profession of faith, is a commitment taken by the international community in order to take up the multiple and varied challenges of the budding millennium so as to build a better world. In fact, by adopting in September 2000, the Millennium Declaration, the 191 signatory countries have committed themselves, in 15 years to:

- Reduce by half, the proportion of people who live under the threshold of poverty and suffer from hunger.
- Ensure that, boys and girls alike will be able to complete a full course of primary education.
- Promote gender equality and empower women.
- Reduce by two thirds, the mortality rate of children under five years old and by three
quarters the maternal mortality ratio.

• Eradicate the propagation of HIV/AIDS and to start reversing the current trend.
• Reduce by half the proportion of people without sustainable access to safe drinking water and basic health care.
• Reverse the current trend of loss of environmental resources.
• Achieve a significant improvement in the lives of at least 100 million slum dwellers.

63. As you all know, human capital is a key element in development. That is why enhancing human resource capacities for the achievement of the Millennium Development Goals and Africa’s development is a major step towards achieving the set goals. The quality of human resources is a priority for Benin and it represents for that matter, the fifth pillar of the Strategic Development Orientations (SDO) of Benin over the period 2006 -2011.

64. **Ladies and Gentlemen**, the United Nations Department of Economic and Social Affairs, in partnership with the Pan African Conference of Ministers of Public Service, the African Association for Public Administration and Management, the UNDP Offices in Africa and the staff in charge of human resource management in the public service, have launched a coordinated program to enhance the function of human resource managers in the public service in Africa. It is in this framework that a workshop on the policies and strategies of human resource development was organized in February 2009 in Arusha, United Republic of Tanzania.

65. I want to seize this opportunity to thank all participants of the Arusha Workshop who decided to honour Benin by granting us the position of Vice-president in charge of the West Africa Region comprising 16 countries. I can assure you, Ladies and Gentlemen, that Benin holds and will keep on holding high standard of the APS-HRMnet for the emergence of a development-oriented administration in Africa. The Cotonou workshop, that I have the undeserved honor to open on this day, is the second event, after that of Arusha, confirms the common will and determination of Africans to work towards the improvement of human resource management in the public service in African countries, in close collaboration with the African Public Service Human Resource Management Network (APS-HRMnet).

66. **Honourable guests, Ladies and Gentlemen**, as regards the achievement of the MDGs, it is therefore imperative that qualified personnel be entrusted with the transformation of this aspiration into tangible results. In fact, knowledge, know-how, the transfer of knowledge, networking and qualifications of the personnel of the public sector are key to the performance of countries, for it is through them that services are designed and delivered, innovations designed and achieved and required reforms made.

67. Unfortunately, there is no choice but to accept that this strategic position of human resource managers in the formulation of strategies is not recognized. Africa is therefore faced with the challenge of building competent human resources, especially in the public sector. Governments need to build both their institutional capacities and their human resources, in order to meet the legitimate aspirations of development. To this effect, African countries have to develop and implement not only training policies for the position but also a salary policy and an
adequate incentive system - everything that foster the upholding of objectivity, responsibility and transparency in decision making and, consequently, a widely competitive working environment.

68. It must be pointed out that institutional limitations and lack of human resource capacities in the area of strategic and economic management are among the most obvious weaknesses of most African countries and for which enhancement of capacities demand an immediate attention. To enable public sector personnel achieve the MDGs by 2015, it is necessary to adopt a model of human resources management system, that help governments manage better their staff, so as to achieve their major goals. Such a model would enable human resources managers to play the roles of strategy experts, experts in labor organization, agents of continuous change and advisers in change management. In order for the, human resource managers play these roles within all the facets of human resource management, they must understand the environment in which the organization operates as well as the organizational culture to empower its own administrators or if necessary to bring in human resource management specialists from outside, for a productive management of the staff.

69. Only five year away from the 2015 deadline, it appears from the analysis of global trends of various targets of MDGs that results obtained between 2000 and 2008 are quite mixed. In fact, it looks very unlikely that, at the time of taking stocks, Benin would have reduced by half the number of its citizens living under the threshold of poverty. The growth rate of the economy which recorded since 2006 a regular increase is now dropping due to the many crises that the world had experienced. This undermines the fight for poverty reduction and stands as an obstacle which was not foreseen in September 2000.

70. In other words, all the planned actions by investment groups or targeted development sectors such as water, sanitation, energy, agriculture, education, health, gender equality, and the fight against hunger are not achieved. Nevertheless, some goals seem to show more favorable trends of achievement. Others are partially achieved. Despite the difficult national situation, governments have made efforts in improving access to basic social services such as education, health and drinking water by the population.

76. For instance, in the area of education, notably primary education, and of literacy, the efforts undertaken by Benin have been significant. The net school attendance rate (NSAR) for children between 06 and 11 has improved in general over the period of 2006 – 2007 and reached, at the national level, an average rate of 76.2% (78.3% for boys and 73.9% for girls). Indeed, Benin is above the regional average as regards completion of primary education (56.05%), but still behind by one third in achieving the objective of “education for all” by 2015. Literacy rate for people aged between 15 and 24 has reached 60.5% in 2007, with however, a growth rate in detriment of women; women literacy rate is 50 % against 72.4% for men. When we look at the literacy rate of all adults, the performance seem to be dropping, with a literacy rate ranging from 29.1% for female adults to 51.4% for men.

77. Ladies and Gentlemen, with this brief overview, Benin must commit itself, not only to emphasize the quality of human resources involved in the achievement of the MDGs, but also to
implement high impact interventions in order to achieve the various goals by the year 2015.

78. **Ladies and Gentlemen**, during the five days of your proceedings, you will have the noble and heavy assignment of reflecting and sharing experiences and good practices recorded in your respective countries in terms of human resource management in relation to the achievement of the MDGs and over the issue of development of the African continent. Besides, you will have to bring forth original and relevant ideas and make innovative, realistic and applicable recommendations, in the short and medium term in order to:

- improve the knowledge and competencies of the staff in charge of human resources in the public service, in various aspects of human resources management, notably the selection, recruitment, motivation and professional development of civil servants;
- meet the capacity needs for the achievement of MDGs and of overall development;
- create links between the staff in charge of human resources and providers of management and training services, as well as political leaders and development partners;
- suggest strategies for the implementation of the Africa Public Service Charter at the national level;
- suggest strategies for the improvement of human resources by applying Information and Communication Technologies.

79. **Ladies and Gentlemen**, I will not bring my speech to an end without thanking all of our technical and financial partners, in particular, the UN System and Agencies, for their sustained assistance and their constant support in accompanying Benin towards achieving its development goals, and notably the achievement of the Millennium Development Goals.

80. My appreciation goes to the African Public Sector Human Resource Managers’ Network (APS-HRMNet) and to the United Nations Department of Economic and Social Affairs (UNDESA) for having chosen Benin and for their important role in enhancing human resources management in the African public sector. To the honorable personalities here present, Ministers, African top officials, top leaders from international institutions, I say thank you for travelling to Cotonou.

81. On behalf of the Head of State, Doctor Boni Yayi, I would like to wish you good success in your proceedings and declare officially opened, on this day of 12th April 2010, the International Workshop on “Enhancing Human Resource Capacities for the Achievement of Millennium Development Goals and Africa’s Development”.

Thank you for your kind attention.
IV. Thematic content and achievements of the Workshop

A. Ministerial Panel on the Impact of political leadership in the Management of human resources in Africa

82. The Ministers from Benin, the Republic of Kenya and the United Republic of Tanzania addressed the question of political leadership, whose importance in African countries is quite obvious. They stated that political leadership requires the existence of political parties that operate efficiently and are led by party leaders ready to accede to power through the ballot box. In this regard, they identified a number of shortcomings in Africa, namely:

a) The fragmentation of political parties;

b) The lack of perception of the civil service as a source of policy formulation, in general, for the benefit of all,

c) The lack of policy support, which is often aggravated by corruption, favoritism, ethnocentrism and sectarian religious rivalries.

85. To address these shortcomings, they stressed the necessity to carry out the following
actions:

a) ___Civil servants and political leaders should agree on the policies to implement;

b) ___The measures to be taken in different countries should be clearly identified democratically.

86. The Chairman of the Panel emphasized the need to synchronize ownership and responsibility and wonder if people are actually involved in the process of human resource management, while the representative from Tanzania highlighted the role played by the political leadership in the management of resources. The ultimate objective is to modernize the civil service and thereby improve the quality of public administration.

87. Mr Christopher Kint AGUIAR, Minister in charge of Public Service of the Republic of Benin, presented the experience of Benin which can be illustrated by a number of actions initiated in two ministerial departments: The Department of Administrative Reforms and the Ministry of Labour and the Public Service. These actions include:

a) Training of the staff of the civil service in management and planning process not only in reaction to individual needs but to the needs of public administration; and

b) Promulgation of a law to separate the political functions from technical functions.

B. Overview of issues, challenges and prospects of effective management of human resources in the public service in Africa

88. The quality of the public sector strongly determines the ability of an economy to generate growth and reduce poverty. The examination of the state of human resources in the civil service revealed a number of shortcomings, such as: low productivity, a high rate of absenteeism, lack of motivation to change and poor quality of public services. Some specific cases of successful reforms in some countries like Tunisia, Botswana, Mali, Ghana, Senegal and Uganda deserves to be mentioned.

a) In Tunisia, a decision was made to outsource some services to commercial operations, after a careful review of the compensation system and modernization of the management of staff.

b) In Botswana, the reform consisted of the implementation of a merit-based plan and refers to lessons learned from several international sources (including the experience of Singapore) namely: education, in exchange for a commitment to work for government performance, through quality circles and staff auditing.
c) **In Mali**, the reform was implemented through decentralization which began in 1991 and is marked by the domestication of power by devolving power to local level.

d) **In Ghana**, a plan for an efficient human resource retrenchment succeeded in downsizing the civil service from 140,000 to 80,000, although one must admit that much of this reduction was offset by the increase in the number of staff in other sectors of the public service.

e) **The case of Senegal** is based on lessons learned from the success of AGETIP in developing local capacity, but nationals have been excluded from the process of ownership of projects.

f) **Tanzania and Uganda** represent two successful reform case studies which present similar characteristics to other successful experiences, namely the following:

i) Performance was improved due to sound management of public finance and an operational, efficient and transparent tax administration;

ii) Adaptation of best practices familiar to the cultural and social environment of the country;

iii) Realism and pragmatism in the choice of reform to sponsor;

iv) Mobilization of local pressure groups to sponsor the reform.

91. Obstacles were subdivided in two categories, namely, structural and political obstacles. The former derive from confrontation between colonial and local values, while the latter are mainly due to lack of leadership and political commitment. Challenges were broken down into cultural and behavioral obstacles, especially those related to reaction instead of proaction, short-term orientation and nepotism.

93. The future prospects were based on the characteristics of successful experiences, the conditions for success and the foreseeable prospects in terms of the reform undertaken in the public service. In this regard, discussions centred around the following subjects:

a) Improvement in the method of recruitment of Staff;

b) Updating of regulated models of behaviour;

c) Compliance with ethics code;

d) Separation of the professional public service from high level political appointments.

94. ICT introduced speed in processing of administrative dossiers; however the ‘human intervention’ can never be completely set aside.

95. The plenary was divided into three working groups to discuss the (i) political and
economic challenges, (ii) structural and economic challenges, and (iii) cultural and economic challenges in the efficient management of human resources. A presentation was followed by discussion on issues on modalities aimed at increasing the genuine talents and improving the image of the public service, on the need to develop social functions (transportation, a conducive environment, government loans to buy a vehicle or a house, etc.), to draft an action plan aimed at attracting nationals working abroad (the Diaspora), etc.

97. Each challenge was defined and its correction envisaged through identification of appropriate strategies and the person(s) responsible for its (their) implementation. Discussions which followed the presentation of the report of this group dealt with the necessary attention to put on the staff output assessment system in order to draft contract employment which allow for incompetent staff to be discarded, the need to resist political pressure in order to recruit the best talent and to rely on competent professionals in the public service.

99. Discussion in groups was summarized in the following centers of interest:

<table>
<thead>
<tr>
<th>Challenges</th>
<th>Status of Implementation</th>
<th>Strategies</th>
<th>Persons /Department in charge</th>
</tr>
</thead>
</table>
| Political    | The main challenge here is related to political interference of political leaders in the day-to-day administration | • Initiate permanent dialogue with the political leaders in matters relating to roles/ responsibilities  
  • Develop well elaborated programs for political leaders; | • Service supervisors, secretaries and other professionals, who ensure dialogue on a permanent basis, contribute to the pursuit of dialogue with the political parties and to sensitization of the political leaders in relation to compliance with procedures; |
**Economic**

- Inadequate budget allocated to the implementation of human resource programs;
- Economic crisis which resulted in difficulty to pay adequate salaries, and lack of motivation of civil servants;
- Failure in the attempts to attract and retain the best and competent talent.
- Oversized public sector in opposition to the inadequate budgetary resources;
- High level of unemployment in the economic environment and difficulty to recruit into the public administration.
- Corruption in the public service.
- Low level of budget allocations

**Efficient use of human resources.**

- To review the salary structure and adjust it to cost of living;
- Streamline the size of the public service to take into account available resources in order to pay appropriate salaries to civil servants;
- Reduce the level of unemployment;
- Improve remuneration and fight corruption;
- Improve the salary structure, budget allocations, especially to cater for increased training budget.

**The Ministry in charge of the public service for the development of procedure manuals;**

- The Ministry of finance, among others, to ensure that adequate resources are allocated for the implementation of policies for the development of human resources.
- Minister in charge of civil service
- Minister in charge of civil service
- Ministers in charge of Finance and Planning
- Minister in charge of civil service and other institutions responsible for fight against corruption
- Ministers in charge of Finance and Planning
<table>
<thead>
<tr>
<th><strong>Organisational</strong></th>
<th>Bureaucracy, career development system and employment on a permanent basis</th>
<th>Instaurer des contrats d'objectifs, définir le rôle des acteurs et utiliser la technologie pour contraindre les acteurs à jouer leur rôle</th>
<th>Administration</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Behavioural</strong></td>
<td>Ethics, laziness and lack of sanction in the public administration</td>
<td>Define the role of actors and their responsibilities, identify cultural aspects which are positive, draft and implement a sanction system and rid administration of politics.</td>
<td>Administration/Government</td>
</tr>
<tr>
<td><strong>Challenges in the management of resources</strong></td>
<td>Waste, lack of incentives, inadequate financial resources and low productivity.</td>
<td>Plan the management of human resources, equipment and financial management, recruit, train, promote and use the HR in conformity with current regulations</td>
<td>Administration</td>
</tr>
</tbody>
</table>

105. Following the presentation of the reports by the three groups, the Minister of Administrative and Institutional Reform of Benin drew a conclusion by stating that difficulties encountered in both Francophone and Anglophone countries were similar.

106. There was a consensus that centralization of the human resources management (HRM) functions was inappropriate. However, it is necessary to establish a human resource management system and implement policy measures aimed at reducing the impact of discrimination in the recruitment process on the basis of ethnicity and religion. It might be helpful to set up a commission to avoid such problems.

107. For example, in Tanzania, the Public Administration Commission, which is the governing body, plays the supervisory role in order to ensure that recruitment is based on merit.
108. In Zambia, at the time of recruitment in the public service, dismissal is the last thing that crosses the minds of the supervisors. Therefore, before any retrenchment exercise in the public service is carried out, all the consequences, including increase in criminal offense, are taken into consideration.

109. Among the major challenges examined by the participants, it is worth noting:
(a) The introduction of performance contracts at every level of administration, from the lower to the higher grades; and
(b) The annual assessment of performance contracts.

C. **Shifting from personnel administration to human resource management: What are the imperatives in Africa’s public service?**

110. Human resources represent the only part of the organization whose major mission is to deal with human beings. As such, one of the main roles is to ensure that employees are treated in a fair and appropriate manner.

111. The participants reviewed, in groups, the following human resources management strategies:

   a) develop capacity building in the HRM function;
   b) develop talent in the area of leadership to enable the managers of human resources become leaders and champions of the mission/vision;
   c) invest in partnership for the benefit of the new HRM function;
   d) undertake the audit of competences/talent so as to determine available competences;
   e) remunerate on the basis of new competences, talent and responsibilities of the human resource managers

112. Following an examination of the « Chartered Institute of Personnel and Development » (CIPD) in Britain which revealed that the definition of the roles of the HR was the most frequently selected challenge in the restructuring of the HR, the group noted that HR play multiple roles in an organization with five objectives: (i) to recruit and retain key personnel; (ii) develop the competences of the employees, (iii) improve the manner in which the performance of employees is managed, (iv) maximize the implication and commitment of the employees; and (v) improve the employees’ focus on the key objectives of the organization.

1. **Strategies to shift from personnel administration to management of human resources.**

113. It has been noted that the three obstacles to the transformation of HRM are as follows: (i) lack of financial resources, (ii) lack of support by the management team; and (iii) inadequate ICT
systems. Therefore it was recommended that the following major characteristics form an integral part of the reform:

a) The HRM strategy becomes more adequate and relevant;
b) The HRM function is carried out in a proactive manner, including continuous strategic planning instead of being centered around routine administrative matters;
c) The HRM can act as an early wake-up call system.

114. In order to demonstrate its strategic function, the HRM function was transformed from the service function to a process function. But, as it has been observed, the rules and traditions in the civil service could make the transition more difficult to implement. Despite these constraints, HR is called upon to exert efforts to better develop the talents in organizations.

115. The second presentation on this topic, led by Professor Jacques Mariel NZOUANKEU, has enabled the facilitator to show clearly the difference between personnel administration and human resource management on the one hand and the changes that must be carried out in the civil service to integrate the principles of human resource management on the other hand.

116. Personnel administration and management of human resources in the British legal tradition, dominated by the principles of common law, as well as methods and practices of Human resource management, are different from countries under the influence of continental Europe (France, Belgium, Spain, Portugal, Germany, etc.) belonging to the family of Roman-Germanic law characterized, inter alia, by the distinction between public law and private law. In these countries, the public service is about 80% under public law and 20% under private law.

117. The Roman-Germanic system is characterized by its reliance on the forms and procedures such as the way it understands the function of personnel administration which provides a basis for interesting comparison with the concept of human resource management. One must distinguish the so-called administrative acts within the jurisdiction of the Minister in charge of Public Service from the acts incumbent to the recipient ministers, and that each of these documents, manuals and guidelines indicate how to take the required documents on time, if any. In both cases, to administer and manage the staff is to ensure the regularity of such acts, make sure the career is developing according to the requirements of the articles of association.

118. Civil service is a career system in which employees are grouped by structure, steps and grade levels in a hierarchically regulated status; other employees are governed by individual contracts. Human resource management has evolved over the years and addresses a larger scope of action than personnel administration (administrative management, organization of duty and of life at work). It covers a broader range of issues like selection, assessment, transparency, principles of innovative policy (focus on professionalism, individual monitoring of employees, staffing forecast, training and managerial assistance, proximity management, etc.), social relations, management of skills and motivation and strategic objectives (career development, skill management, job and position descriptions).
119. Finally, the presentation referred to four major changes that need to be introduced in the public service so that it incorporates the principles of HRM, namely:

a) break the straightjacket of the article of association;
b) clarify or redefine the missions of the State;
c) reform the budget process;
d) reconcile the legal logic with managerial logic.

120. The establishment of a genuine human resource management is in progress, and should take into consideration the existing traditions: the first is a legal one and the other is a management issue. But, whichever rationale is adopted, the transformation begins with the human resource managers.

121. Other contributions offered the opportunity to discuss possibilities of association of legal and managerial logics and present a few study cases. It was reported, for example, that in Morocco, reforms have been conducted, but are still considered superficial, while in Senegal, reforms are talked about when in reality there are none in existence.

123. In addition, lack of confidence has been identified as one of the weaknesses which contribute to the underperformance in public management. It is therefore necessary to enhance skills of the capacity of human resource managers; whose training is only one aspect, as personal commitment and transformation within each staff is also required.

124. Finally, it was reaffirmed that the transformation process currently underway is irreversible, that the function of human resource management (which specifies how staff should be motivated) needs to be guided by clear procedures, within the confines of legal frameworks.

D: Attracting and retaining the best talents in the public service: Challenges and strategies

125. Africa is still lagging behind, not only in achieving the Millennium Development Goals (MDGs), but also in the area of development in general. The challenges Africa faces in its quest to achieve the MDGs and development in general can be met adequately only by competent, committed and talented human resources. Consequently, Africa must build serious, competent and committed personnel to be at the forefront and meet the challenges of development. To this effect, the following questions were raised:

a) What is the current staffing status in the public sector in African countries, in terms of numbers, knowledge, skills, attitudes, etc.?
b) Has the Public Service remained attractive to current and prospective civil servants?
c) When did human resource capacity crumble, and what can be done to reverse this trend and redress this situation?

127. There have been various efforts to undertake reforms of the civil service in several African
countries. These reforms had gone through the following three phases:

a) The first wave of reforms in the 1980s to the mid-1990s was mainly interested in the restructuring of the Public service.
b) The second wave occurred mainly in the late 1990s and focused on capacity building.
c) The third wave started in the 2000s, with the main objective of improving performance in service delivery.

128. Here are some examples of the civil service reforms that took place in the 1990s:

(a) In Ghana, the ‘Program for Economic Recovery and Structural Adjustment’ in 1983 undertook retrenchment of civil servants of the central government from 301,000 in 1986 to 260,000 in 1990.

(b) In Uganda, between 1990 and 1997, the number of employees on the public payroll was reduced by more than half, from about 320,000 to 147,000. The number of ministries was also reduced from 39 to 17.

(c) In Tanzania, between 1992 and 1997, the number of civil servants was reduced by about 30%, from about 355,000 to 270,000.

(d) In Zambia, from 1997 to early 2000, the total number of state employees decreased from 139,000 to 102,000.

132. These measures reduced the attractiveness of the Civil Service. Nobody wanted a career in a civil service, which reduces the number of its employees upon the request of IMF and the World Bank or on the basis of a recommendation of a consultancy firm. Furthermore, with the hiring freeze, which accompanied the first generation of reforms, the brightest graduates, freshly out of universities and the best job seekers did not orient themselves towards the civil service and the latter was not looking for them either, which lead to the following questions:

(a) What should the human resources manager in his daily activities do in order to attract the best talent in the public service?
(b) What are the talents that the public service need today and tomorrow?
(c) Does this kind of talent exist in the environment?
(d) Otherwise, what policies and strategies can create an environment with full of talents that the public service would need today and tomorrow?
(e) Who are the competitors in the search of the same talent?
(f) What strategies should the civil service adopt to take advantage of this competition, attract and retain the best talent?

133. Attracting and retaining the best talent in the civil service is a highly strategic issue which requires, as a first step, extensive and strategic analysis and planning; and, as a second step, raises a
certain number of challenges related to attraction and retention of talent in the civil service, namely:

a) How to increase the pool of the best talent?
b) How to win the competition against the private sector?
c) How to prevent headhunters from recruiting the best talent?

134. The following measures address the above-mentioned challenges:

a) Providing diversified employment in the civil service;
b) holding an attractive compensation package;
c) providing opportunities for promotion;
d) ensuring access to safety and mobility of employment;
e) the ability to enable the staff to have a balanced personal and professional life.

135. To address some of the cumbersome administrative procedures to which the civil service was confronted, the author suggested the following measures:

a) strong and committed leaders at all levels of the civil service, capable of managing the complexities and contradictions in the context of globalization and dealing with all forms of diversity, including gender, race, ethnicity, religion, etc;
b) competent and committed advisers in policy making;
c) human resources capable of effectively forecasting and planning the development and management of human resources;
d) competent and qualified human resource and information managers who value and maintain high work ethics and integrity.

136. In conclusion, it is necessary to rehabilitate the image of the civil service, to make it more professional, and to train and use human resource managers more strategically.

**Strategies to attract highly qualified personnel in the civil service.**

137. In a first instance the theme was structured and in a second instance, the elements which make up the problem were identified. The structuring of the theme was to break it down into political, organizational and social strategies and to examine a certain number of questions as follows:

a) Why should the civil service be attractive? To solve what problem? In what environment?
b) How to attract? How to retain the best talent?
c) Why is the Public service not attractive and leads the best talent to flee and avoid it?

➢ From the environment perspective, the group identified new challenges, including the brain-drain, aging, texts governing the HR, etc. and proposed strategies, particularly in the policy making process, namely the need for political involvement.
From the organizational perspective, it was suggested to revise the texts.

From the legal framework perspective, it was suggested to review career plans to harmonize the articles of association in the public service.

From the social perspective, it was deemed necessary that active employees should influence others to be attracted, and that there should be an increase in salaries.

Overall, participants felt that the proposed strategies are realistic and effective, and that shifting from personnel administration to human resource management supports the attraction of highly qualified professionals in the civil service. The only remaining task is to encourage existing talent, establish a system of job estimates, revise the wage structure, negotiate a plan for an official career development, applying the "right person at the right place" principle and to make the administration attractive and maintain a balance between quality service delivery and expertise all over the country.

E. Ethics, transparency, accountability, professionalism and integrity in the public service: Implementing the Charter for Public Service in Africa.

After defining some concepts such as ethics, moral, professional code of ethics, corruption, transparency, responsibility, accountability, professionalism and integrity, participants condemned the proliferation of unethical practices, deviant behaviors or practices (patronage, nepotism, etc.), and noted that this was a phenomenon present everywhere in Africa, particularly in the public administration. Then, the link between corruption and poverty was established.

Taking into consideration these evils that plague the continent, participants agreed that the first step to take is to direct the public sector towards good governance, transparency, performance, efficiency, and suggested a fight against corruption through the introduction or rehabilitation of certain values or principles, such as: responsibility, definitions of self-confidence and integrity, transparency, higher salaries, accountability, procedure manual, the prosecution of dishonest officers, implementation of the professional code, implementing of clear and fair human resource policies, etc.

A summary of the experiences of three selected countries in Africa is presented below.

1. The Case of the Republic of Benin

Benin initiated the following actions to implement the civil service reform and measures are being implemented:

a) Downsizing the civil service, coupled with a hiring freeze;
b) Freezing the payment of any financial incentive to new administrative positions acquired by public officials;
b) Restructuring certain enterprises, enhanced by reducing the State's portfolio;
d) Reviewing texts that are in force in various sectors.

143. Benin has also adopted a Code of Ethics which can help address the trust crisis between the administration and the users/clients. Unfortunately, these efforts have resulted in an admission of failure, because human resources had been sacrificed for purely economic and financial considerations. As a consequence there is a political will to implement reforms.

144. On the basis of this findings, humanitarian consideration has been placed at the heart of the second generation reforms. It was necessary to humanize the Structural Adjustment Program (SAP), to integrate a social dimension in development projects and programs, and ensure effectiveness and efficiency in their actions - that is, to offer as much with less resources or offer more with the same resources, provide quality services (results) to its users/clients in order to preserve its credibility and legitimacy.

145. This shift was developed, for example, into successive Documents on Strategy for Growth and Poverty Reduction (DSCRP) and the Millennium Development Goals (MDGs).

146. Actions taken under the reform and modernization of the public service had the following objectives:

a) streamline the operation and management of the public service by creating a conducive administrative environment, texts, structures and procedures;
b) promoting a professional public service using the result-based management (RBM) and a more rational management of resources;
c) restore the ethical framework by establishing principles and boosting the control/sanction function (an essential step to restore confidence among users);
d) improving relations between the public administration and its users/customers and partners;
e) modernize the operation and provision of services through ICT.

147. To promote professionalism, the following measures were taken:

a) consolidation of result-oriented management and improvement of its bases;
b) training of actors;
c) systematic training in the normal course of staff career;
d) increased staff motivation at work: accountability, delegation, salary, fringe benefits system (study carried out on the reform system in Benin)

148. Regarding compliance with the Code of Ethics and Values in the Public Service (CVEFP) in Benin, which is considered as the essential principles that must guide the actions and
behavior of the public servants of the Nation, validation is done by the Coordinating Committee for Administrative Reform (CCAR), then by the National Consultative Commission for Administrative Reform (CNCRA), respectively, and its adoption is confirmed by a decree issued by the Government which makes it binding.

149. Challenges and obstacles to implement the Code have been successfully addressed: the awakening of conscience by serving as reference (challenge), motivation of staff (challenge), impunity (obstacle) and politicization (barrier).

150. In this context, the role of staff in charge of human resources in the implementation of the Code at national level is through actions such as: information, sensitization and staff training, daily monitoring and, if necessary, personalized implementation of the code and the establishment of a consistent policy of motivation. Other actors involved in this process are: managers, department supervisors, public officials, trade unions, users of the public Administration and the Civil Society.

2. **The Case of Morocco**

152. After assessing the adverse effects of unethical practices, the difficulties of control, prevention, extent and evaluation of corruption and the limitations of the general condition, the actions that have been implemented can be summarized as follows:

   a) Anchoring the values and ethical standards in the public service;
   b) Institutionalization of the corruption prevention strategy;
   c) Enhancing transparency in the management of public procurement procedures and governance;
   d) Improving the monitoring, control and audit systems;
   e) e-Government and simplification of administrative procedures;
   f) Involvement of citizens and the civil society in governance

3. **The Case of Uganda**

153. Noting that Uganda had one of the best performing public services in sub-Saharan Africa in the 60s and early 70s, but fell into unethical practices and caused a loss of public confidence in public officials due to misappropriation of funds, corruption, etc. which lead the country to lose more than 260 million dollars per year, the presenter listed the measures taken to improve ethics, and integrity, as follows:

   a) The establishment of a number of institutions and measures to combat corruption;
   b) Rehabilitation of merit or professionalism;
   c) Improvement of remuneration,
   d) Transparency in the management of human resources;
   d) Strengthening of ethics and anti-corruption laws;
   e) Legal action against acts of corruption, etc.
There are indeed serious problems of corruption, but structures to fight against corruption are at work, and some unscrupulous staff were prosecuted and punished. However, the results are poor because the implementation of the outcome of operations against the phenomenon poses a problem because of the impunity which is widespread in the country. In addition, most HR managers are reluctant to fight for change even when they observe unethical practices in the civil service. It is therefore necessary to explore methods that facilitate the implementation of these reforms. Exemplified provided by participants include the following:

(a) **In Kenya**, the Code of Ethics has made every employee responsible for his/her actions. Therefore, each employee is fully informed of the content of the code of ethics when assuming duty which must be integrated into the life of the future civil servant.

(b) **In Zambia**, a zero corruption campaign is conducted, and each employee reads the code and makes commitments to the following:

   i. review the entry level into the civil service and ensure that recruitment agents are honest;
   ii. establish a mechanism for evaluating the employee;
   iii. use ICT where the system is modernized;
   iv. educate all citizens on the Charter of the Public Service;
   v. ensure moral and civic education is given to all citizens;
   vi. revise the curricula of training institutions;
   vii. involve parliamentarians in order that steps are taken to integrate the Charter of the Public Service into the national legal arsenal;
   viii. set a date of entry into force of the Charter so that it becomes a memorable event and provides a basis for recognition of deserving staff;
   ix. establish an African Committee responsible for monitoring the implementation of the charter.

4. **Strategies for the implementation of the Charter in the civil service in Africa**

The Charter has already been submitted to the African Union for adoption. In essence, the Charter should:

   (a) be popularized in all member countries;
   (b) be ratified by each member country, and enforced by the officials;
   (c) be implemented by the administration using well-defined strategies;
   (d) be supported by performance standards (including tools, methods and practices) in order to facilitate monitoring and evaluation;
   (e) benefit from the mobilization of significant resources; and
   (f) benefit from a change in mentality.
F. Managing diversity in the public service: Tapping the potential

161. The facilitators, after presenting the theoretical approach to diversity management and indicating the prospects of its integration into the public service in Benin, stressed the need to:

a) motivate civil servants so that they find their functions interesting and socially useful in a manner that takes into account required outputs;
b) facilitate the understanding of its mission;
c) transfer a rigorous and specific objective;
d) establish appropriate procedures that are flexible and adaptable;
e) develop social dialogue, even in time of peace;
f) take decisions;
g) provide feedback and share information;
h) develop a positive and constructive communication-oriented environment;
i) promote social cohesion through a permanent sense of equity;
j) anticipate and manage change;
k) ensure interrelationships among members and the administration;
l) be exemplary by rejecting discriminatory practices.

162. Then, they identified opportunities to integrate diversity into the public service in Benin which can be summarized as follows:

a) the assertion of the principle of equality in the civil service in Benin;
b) the implementation of this principle through texts governing the civil service;
c) difficulties in the effective implementation of the texts;
d) ways and means to add value to the public service in Benin.

163. Following the presentation, the participants made the following comments:

a) the need to study the possible connection between the deviant behavior of officials and the quality of authorities;
b) the urgency of the online training on public management;
c) the fact that, today, diversity management focuses on gender equality.

G. Improving the management of human resources in the public service through the application of Information and Communication Technologies (ICT)

1. The case of Kenya

164. The management of human resources in Africa has not changed much since the
accession of African countries to independence. The Human resource function is still a support function which provides services to internal customers, who must constantly face the challenge of improving the quality of its services and which, in turn, raises further progress on the organizational side.

165. Much of what the human resource function is doing could be classified as transactional or administrative in nature. However, when the human resources begin to meet the expectations of customers and stakeholders, they will gain more credibility and they will be able to achieve the organizational goals.

166. Speaking of the current status of human resource management in Africa, reference was made to a study undertaken by the Ministry of State for the Public Service of Kenya. This study demonstrated that the daily activities of HRM practitioners in the civil service are: management of leave entitlements, confirmation of appointments, preparation of staff payroll, deployment of staff to attend meetings, verification of personnel data, issues relating to the pension scheme, statutory deductions and making arrangements for staff training.

167. The same study identified a series of challenges facing HR services, including: little interaction with other departments unless they wanted the HR to do something for them, inadequate skills, lack of a forum for dispute settlement and exchange of ideas or cordial relations with other departments.

168. The first requirement of any human resource management function is that it must always seek to provide services that add value continuously. It must be able to reach all levels of the organization to understand the human resources, determine their skill levels and capacity gaps which are critical to achieving overarching organizational goals. Employees must be able to determine their contribution to attaining strategic objectives through effective performance management systems and monitoring tools.

169. Turning to the prior use of ICT in the field of human resource management, mention was made that the Human Resource Information Systems (HRIS) were very common in the developed countries since the 1980s. This system was dealing with automation systems such as the payroll and personnel information with little or no effort to make such data available for interactive purposes or for staff outside the department of human resources. The system was very expensive, inaccessible and lacked sufficient capacity to manage large amounts of information required by the staff. It was not adequate to create the type of virtual channel needed to bring domestic value added. In the developed countries, progress in ICT has enabled the automation of virtually all functions of staff covered by the human resources, such as training and development, compensation, wages and fringe benefits, performance management and career development.

170. The term e-HRM has been used for the first time in the late 1990s, when electronic commerce stormed the business world. The electronic HRM was for internal use of e-business techniques to provide value added to management by creating a flow of more efficient and effective information and ways and means to implement the HRM. This is a technology
application which enables managers and employees to have direct access to HR and other services for workplace communication, performance reporting, team management and training as well as administrative applications. The e-HRM is the operational application of the HR, extranet and intranet applications, wireless communication and mobile applications of the HR.

171. In addition, it has been demonstrated how the use of ICT improves the practice of human resource management, particularly in terms of cost reduction, improvement of HR services and redefinition of staff responsibilities in the HR.

172. Then, the development of the on-line recruitment and selection systems was presented, and conditions for the proper performance of the system have been specified. The installation of LANs and WANs, the acquisition of a phone line specially designed for this function and increased capacity of the bandwidth to facilitate the transmission of data was also discussed.

173. Furthermore, information security has been guaranteed by taking a series of measures such as installing firewalls and antivirus software, the definition of control and authorization of access to users and the tight access and physical controls.

174. Benefits inherent to the new system of recruitment and selection were then presented, which includes:

a) increased effectiveness and efficiency;
b) greater transparency and justification of actions taken;
c) better customer and employee satisfaction;
d) renewed public confidence in the ability to quickly find a job, etc.

175. The challenges posed by the system are summarized as follows:

a) Slow connectivity in Africa. The communication bandwidth at the headquarters of the Committee on Public Service was slow and access to the website, the portal for jobs, as well as download of application forms was very difficult. In general, network connectivity throughout the entire territory was a challenge, particularly in rural areas.
b) Information Security: The challenge is to ensure safety on a permanent basis of the following: information vis-à-vis non-authorized persons, hackers, unsolicited messages and web virus.

176. In summary, HRM in Africa should be concerned with the application of the Internet and network based systems and the increase of mobile technology to change the nature of interactions between the HR staff, the supervisors and employees. Thus, HR departments using ICT will be free from red tape to better focus on the development of intellectual and social capital and knowledge management, and improve the competitive benefits of organizations.

2. The case of the Republic of Cameroon
177. A civil service must be effective, simple, fast and secure, reliable and responsible. This led to a compelling need to modernize human resources management to increase the effectiveness of government action to promote the career development of the public service and related manpower and save financial resources by reducing losses and irregularities.

145. The "Decentralization of Personnel in the public service" project, which was initiated in June 2000 by the Cameroonian government stipulates that the Minister who employs the worker will also be responsible for the management of his/her career and pay his/her salary.

146. Between June 2000 and June of 2002, several meetings were held, strategic decisions were taken, the supplier responsible for designing and developing the appropriate software to support the reform was selected, and an automatic career management system for staff in the civil service was developed.

147. Subsequently, an Automatic System of Personnel Management in the public administration (SIGIPES) was established, and all departments were involved through the following structures:

- a) Departments should be geographically located at different sites;
- b) Only the Ministry in charge of the Civil Service may recruit staff into the public administration;
- c) Each ministerial department calculates the salary to be paid to its staff and manages the careers of its own staff;
- d) Only the Ministry of Finance will pay the Staff of the public administration.
- e) The list of automated functions SIGIPES depends on whether promotions, management positions, leave, pension and achievements.

179. This presentation led, ultimately, to the terms of use of information technology and communications to streamline the public policy of human resource management that requires the understanding and reproduction of human resources management.

180. Following these two presentations, the conclusions that were drawn from the presentations were as follows:

- a) the computer system of HR management is very secure and access rights are protected;
- b) there are ways to help users / customers in Kenya and Cameroon to overcome the lack of knowledge of the latter in the field;
- c) there are still challenges regarding continuous updating of data on users and access to data in remote areas.

H. Status of implementation of the MDGs in Benin

181. Recognizing the importance of ownership and implementation of the MDGs in Benin, specialists carried out analysis of global trends and objectives in the context of various scenarios
from a macroeconomic point of view of the Growth Strategy for Poverty Reduction (SCRP), which helped to take stock of the current situation in terms of achieving those objectives, analyze the trends of indicators and to consider projection.

182. In essence, it was noted that some of the MDGs appear to show more favorable trends and some even seem to have the potential to be achieved. This is because, despite the overall national mitigated situation, successive governments have made efforts in improving people's access to basic social services. Therefore, appropriate decisions such as free nursery and primary education, support for caesarian and free health care to children under five (05) years have helped to achieve some targets in the areas of education and health. Similar measures were taken in the area of access to drinking water, although these decisions need to be consolidated. Progress recorded in some areas (education, health, access to drinking water), have not always been in a coherent, clear and consistent manner and remain, therefore, very fragile. It was then stated that if in the overall national plan, matching the MDGs and SCRP’s has been a success with the introduction of the cost of the MDGs in the macroeconomic framework and the Medium Term Expenditure Framework (CDMT) of the SCRP, there still remains that the variation achieved at the sectoral level, through the implementation of program budgets, and at departmental and municipal levels through the content and implementation of Communal Development Plans (PDC) in order to reduce geographical disparities which is a major challenge for achieving the MDGs in Benin.

150. The situation has worsened in recent years with the advent of crises of all kinds (food, energy, economic, financial and climate change) which, through their different channels, have had an adverse effect on the macroeconomic framework and, therefore, constitute a threat to the achievement of MDGs.

V. Summary of the Workshop and Prospects for the APS-HRMnet

A. Summary of the Workshop and Final Communiqué

183. The President of APS-HRMnet presented the final communiqué in which he expressed his appreciation to the organizers, the United Nations System and other partners. The President particularly welcomed the efforts made by all parties, including the host country, the Republic of Benin, in making this event a resounding success. He also praised the sense of responsibility of the participants who took an active role in the workshop, and the quality of their interventions and the high level discussions, both during the plenary sessions and the working groups. He also took the opportunity to report on the practical steps taken to boost certain divisions of the network and an election was held to appoint Vice-Presidents for Central Africa and West Africa. Consequently, Mr. Jean-Yves DJAMENA was appointed as a Vice-President for the Central Africa region; and Messrs. Adama Traore of Mali, and Ernest S. A. SURRUR of Sierra Leone.
were appointed as Vice-Presidents for the Western Africa region.

**B. Closing ceremony of the Workshop**

184. The closing ceremony was marked by a series of speeches by various officials of the APS-HRMnet, as well as a speech by the Minister of State responsible for Planning, Development, Evaluation of the Public Policies and the Coordination of Government Action, and one by Mr. John-Mary Kauzya, representing the Department of Economic and Social Affairs of the United Nations (UNDESA).

1. **Closing Remarks by Dr. John-Mary Kauzya, Chief of Governance and Public Administration Branch DPADM/UNDESA**

   **Honorable Ministers,**  
   **Colleagues from the United Nations System,**  
   **Dear Participants,**  
   **Members of the Press,**  
   **Ladies and gentlemen**

185. J'ai passé les cinq derniers jours assis ou debout dans cette salle en face de vous pour servir de modérateur au cours de l'Atelier de renforcement des capacités pour les gestionnaires des ressources humaines en Afrique sur le Renforcement des capacités des ressources humaines pour la réalisation des Objectifs du Millénaire pour le développement et le développement de l'Afrique. Des réactions qui me sont parvenues à ce jour de la part des participants à la fois de manière formelle et informelle, l'atelier a été un succès. C'est pourquoi ce n'est pas le moment pour moi de faire un grand discours. C'est bien pour moi le moment d'exprimer toute ma gratitude aux personnes et institutions diverses qui ont de différentes manières contribué à la réussite de l'atelier.

Almaz dont l'organisation et les compétences en matière de communication ont contribué à mettre en marche le mécanisme de l’atelier ainsi que le programme de travail dans son ensemble. Je voudrais enfin féliciter tous les participants qui ont à cœur l développement de l'Afrique en participant à cet atelier de renforcement des capacités.

187. C’est pour moi un très grand privilège de servir de modérateur pour la tenue de l'atelier et mes derniers mots sont les suivants: Quand on dit que l'Afrique doit prendre en main le destin de son développement, voici ce dont il s’agit. Vous avez initié un instrument institutionnel continental, l'APS-HRMnet, à travers lequel le développement des capacités des ressources humaines dans le secteur public en Afrique sera soutenu. Le succès de cet atelier témoigne de votre détermination à prendre le développement des capacités des ressources humaines dans la fonction publique en Afrique en vos propres mains. C'est une entreprise louable et l’UNDESA est heureux d'être associé à vos efforts. Vous avez fait preuve de vision stratégique et de perspicacité en créant l'APS-HRMnet et en prenant un engagement vis-à-vis de sa croissance. La postérité témoignera de l'importance de ce que vous avez commencé. Que le doute et le pessimisme ne vous découragent pas lorsque vous serez confrontés aux défis et aux obstacles le long du chemin. Rappelez-vous toujours que les stratèges peuvent souvent trébucher sur le chemin de la mise en œuvre des programmes, mais ils ne tombent jamais lorsqu’il s'agit d’atteindre l'objectif final. Enfin, permettez-moi de dire que l’UNDESA vous accompagnera le long du chemin, car la cause que vous défendez, à savoir, la cause du développement des capacités des ressources humaines dans la fonction publique en Afrique est en cohérence avec les objectifs de l'Organisation des Nations Unies.

Je vous remercie de votre attention.

2. Speech by Mr. Pascal Irénée KOUPAKI, Minister of State, responsible for Planning, Development, the Assessment of Public Policies and the Coordination of Government Action

Ladies and gentlemen Members of Government,
Dear Colleagues,
The Representative of the Unites Nations Department of Economic and Social Affairs (UNDESA)
Madam Resident Representative of the UNDP,
Your Excellencies the Ambassadors, Heads of diplomatic and consular missions,
The Representatives of international organizations,
The. President of The Africa Public Sector Human Resource Managers’ Network (APS-HRMnet)
Distinguished Directors,
Distinguished Guests
Ladies and Gentlemen,
It is a great pleasure for me to take the floor, on behalf of the Head of State and Head of Government, Dr Boni Yayi, at the closing ceremony of the international workshop on capacity building of human resources for the achievement of the Millennium Development Goals and Africa’s Development.

On Monday, April 12, 2010, in my inaugural speech, I stressed the need for Benin, to work not only to put an emphasis on the quality of human resources involved in achieving the MDGs, but also implement high impact interventions to achieve the various objectives for 2015.

I am gratified by the conclusions of your deliberations, judging by their relevance, realism and originality, and they confirm my conviction that the challenge will be met. We were indeed expecting that your workshop will, among others, contribute to the formulation of proposals for strategies to cope with a thousand and one challenges facing the public service in Africa in the effective management of human resources involved in achieving the MDGs.

Through the general report, I was able to have an idea on issues relating to the theme of the first day that the proposed strategies to address the challenges facing the public service in Africa in the effective management of human resources have taken into account various aspects of human resource management, including: selection, recruitment, motivation and development of civil servants.

As for the conclusions on the second day, they tried to solve the equation for the necessary transition from personnel management to human resources management in our administrations by bringing relevant answers. These responses relate to the difference between personnel administration and human resources management, the role of human resource staff within the public service for the execution of this transition, key players and others who should contribute to make this transition a reality and the role they should play.

The themes on the third day revealed that the strict implementation and monitoring of the Charter of the Public Service in Africa will ensure standardized delivery of services such as ethics, transparency, accountability, professionalism and integrity. These themes have not failed to draw attention to the challenges and obstacles to its implementation, and clarify the role of human resources staff as well as other actors in the implementation of Charter at national level.

The theme on the fourth day highlighted the impact of sociological factors on the practice of human resource management in the civil service in Benin.

On the last day, it is clear that the application of information and communication technology will inevitably contribute to improving performance in the public service, particularly in the cycle of human resource management, namely the forecasting, planning, selection, recruitment, training and development, monitoring performance, discipline, rewards, control and evaluation.

This analysis shows that the different proposals have all emphasized the need and
urgency to implement in the short to medium term, these strategies for success within five years, in achieving the MDGs. After Arusha, I can say that Cotonou is already positioning to become a cornerstone in the setting up of a series of vanguard conclusions which will have, without any doubt, a multiplier effect on other African countries.

197. During this workshop you were able to place at the heart of the difficulties expressed, your own experiences and your daily experiences, thus enriching the platform of recommendations to be implemented. You were also able to impose a driving force commensurate with the hope that Benin has placed in the workshop which has a major interest for all our countries.

198. Beyond the laudable results for all of us, which give me great satisfaction, it is the determination shown during this workshop and the alchemy of knowledge and experiences which was exerted during your deliberations.

199. You are the architects of this success and I congratulate you for it. I would rely on your determination and sense of responsibility for that when you completed the presentation of the results, strengthening the link between human resources and achieving the Millennium Development Goals in Africa can be automatically established.

200. As you can easily imagine, the work is not yet complete. It now appears that another major project is set into motion, the restitution and the implementation of its recommendations so that the results arising from your workshop contribute to the achievement of the MDGs, which is the core of the endeavour dear to our hearts, because 2015 is already tomorrow.

Ladies and Gentlemen,

201. I cannot conclude without repeating the warm and sincere gratitude of the Beninese people, its government and the President of the Republic to all our technical and financial partners, particularly the agencies of the UN System, the Africa Public Sector Human Resource Managers’ Network (APS-HRMnet) and delegations from friendly countries.

202. The challenges are huge for the implementation of the conclusions of your deliberations in the medium to long term. No one will be redundant to make his/her contribution to achieving our ultimate objective, that of achieving the Millennium development goals of our rich and beautiful continent, Africa.

203. With these words of hope on behalf of the Head of State, Dr Boni Yayi, I declare closed today, April 16, 2010, the International Workshop on "Strengthening the capacities of human resources for achieving the Millennium Development Goals in Africa".

Thank you and I wish a safe journey back home to all our guests.