Strengthening Human Resource Managers’ Capacities in
Africa’s Public Service for Effective Performance
Management and Service Delivery

Aide Memoire

A. **Background:**

Recognizing the importance of human resource management in enhancing the performance to achieve internationally agreed goals, including the Millennium Development Goals (MDGs), DPADM/UNDESA has collaborated with the UNDP, ECA, the Conference of African Ministers of Public Service (CAMPS), APS-HRMnet, AAPAM, IPMA-HR, and AMDIN, to implement the project “Strengthening Public Sector Human Resource Management Capacities in Africa” which aims to build the capacity of human resource managers in African public sector institutions. The project represents a new approach to capacity development of human resource management (HRM) by UNDESA which focuses on facilitating the exchange of ideas, best practices and innovations as well as train human resource managers in Africa on a sustainable basis using among other things workshops, expert group meetings, on-line training courses, as well as study tours/visits. On-line training and study tours have been on-going and part of the activities of the workshop planned with AAPAM Roundtable in Zanzibar will be dedicated to exchanges of information and lessons learned from the participants who have been on these sturdy tours.

Managers of the public service in African countries including ministers responsible for public service, permanent secretaries, senior public servants in central and local governments, public administration and management trainers, directors of public administration and management development institutes, human resource managers from public sector institutions, and representatives of development partners, will gather during the 34th AAPAM Roundtable to discuss and share innovative ways of performance management in the public service in Africa. It is acknowledged in the Aide memoire of the Roundtable that “the central thrust of performance management systems is to create competency among public servants. This presupposes the availability of relevant skills necessary for the achievement of desired performance”, and that “performance management involves sharing and understanding of what needs to be achieved, and then managing and developing people, in a way that enables such shared objectives to be achieved”. Performance management is indeed an essential component of sound human resources management practices in the public service. It
has implications for performance evaluation, motivation of human resources, and development of human resources in the Public Service.

B. **Objectives of the workshop:**

The overall objective is to contribute to the development of the capacity of the Public Service managers and leaders especially human resource managers to effectively manage performance in the public service. The workshop will have the following specific objectives:

(i) To bring to the attention of the managers and leadership of the Public Service in African, including human resource managers the critical role capable human resource managers play in promoting performance management in the Public Service.

(ii) To provide a forum for management and leadership of the Public Service in Africa especially the human resource managers in public sector institutions to have feedback form the Africa Governance forum on how to assess the performance of Africa’s public services on Managing Diversity in the Public Service.

(iii) To provide a forum for human resource managers, leadership and senior management of the Public Service in Africa to discuss performance evaluation in the Public service and how to develop capacities for performance evaluation among human resource managers.

(iv) To provide a forum for exchange of lessons learned during the study tours recently concluded as part of developing human resource managers capacity in Africa’s Public Service.

(v) To provide a forum where the preliminary findings of the United Nations Public Administration country studies (UNPACS) on codes of conduct in Africa can be shared and discussed and highlight the critical importance of professionalism, integrity and ethics in the evaluation of performance of public service.

C. **Thematic Content and process:**

The workshop will be integrated in the 34th Roundtable of the AAPAM not only to enable human resource managers benefit from the experts provided by the Roundtable but also to enable the leadership and management of the public service benefit from the input of the human resource managers. Therefore it is planned that the Africa Public Sector Human Resource Managers Network (APS-HRMnet) will hold an expert and practitioners panel on the role of human resource managers in performance management during the plenary sessions of the AAPAM Roundtable:

The following will be the topics:

1: **UNDESA/ APS-HRMnet Plenary Discussion Panel: The Role of Human Resource Managers in Performance Management in the Public Service**

(i) The Role of Human Resource Management in Evaluating the Performance of Public Sector Institutions: (Presenter John Lavelle)

(ii) Professionalism integrity and ethics (PIE) and performance evaluation in Africa’s public service: insights from the United Nations Public
Administration country studies on codes of conduct (UNPACS) (presenter John-Mary Kauzya)

(iii) Public Service Reforms and Public Service performance in delivery of services: Myths and Realities in Africa (Prof. Gelase Mutahaba):

(iv) Human Resource Managers’ involvement in Performance evaluation : Lessons learned from South Africa’s Diversity Management strategies in the Public Service

The panel will be chaired by Mr. George Yambesi (President of the APS-HRMnet)

2: UNDESA/APS-HRMnet/AAPAM Capacity Development workshop on Human Resource Mangers and Performance Evaluation in the Public Service:

It is planned that the AAPAM Roundtable Conference will break into workshops; UNDESA/APS-HRMnet/AAPAM are organising one of the workshops. The issues to be addressed during the workshop are the following:

(i) **What Role should Human Resource Play in Evaluating the Performance of Public Sector Institutions?**
   - What role
   - What approaches
   - What methodologies.
   - Lessons learned from Study tours

(ii) **What are the impediments to effective performance evaluation in the Public Service in Africa?**
   - What are the impediments?
   - What can be done to minimise the impediments?
   - What is the role of Human Resource managers in minimising the impediments?
   - What needs to be done to enhance the capacity of Human Resource Managers to play their role effectively in evaluating the performance of the Public Service?

(iii) **Refocusing the debate on managing Diversity in the Public Service**
   **What is the situation of representation targets in the public service in Africa?**
   - Women
   - Youth
   - People with Disabilities
   - Access and consumption of services delivered by the Public Services by the above groups

(iv) **Assessing the performance of the Public Service in managing diversity in the African Public Service: Target numbers vs delivery of services.**

(v) **What Role can the use of Information and Communication (ICTs) play in improving the evaluation of performance of the Public Service in Africa?**

D. **Target Group:**
The Workshop is designed for managers of human resources in the public sector; organizations in Africa with 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 Advisory Committee will be invited to attend and participate in organizing and facilitating the workshop. Development partners with interest in supporting capacity building of human resource development in the public sector in Africa will also be 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 will be invited to participate to sustain the 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 will also create a conducive environment for discussing HRM policy and strategy issues that require the attention of political leadership in Africa especially those related to performance evaluation. African institutions such as the African Association for Public Administration and Management (AAPAM), African Management Development Institutes Network (AM DIN), African Capacity Building Foundation (ACBF), that are key in human resource development in the public service in Africa will attend and be instrumental in organizing and facilitating the workshop. International organizations such as the World Bank, the United Nations Development Program, the Commonwealth Secretariat, and the International Public Management Association for Human Resources (IPMA-HR) will also join the United Nations Department of Economic and Social Affairs and the United Nations Economic Commission for Africa (UNECA) to support and facilitate the workshop.

E. **Expected Outcome**

The workshop will contribute to the enhancement of knowledge and skills of the participating human resource managers in the public service in the various aspects of human resource management especially, attraction, selection, recruitment, motivation and professional development of public servants. Their appreciation of challenges facing Africa’s public services as they relate to the capacity requirements for the achievements of MDGs and development in general will be explored and strategies for addressing them proposed. The workshop will also create linkages between human resource managers and providers of management training services as well as political leaders (Ministers responsible for public service) and development partners. These linkages are necessary for harmonizing the expectations of the government, the public servants, and development partners in terms of the development of human resource managers in the public service. Strategies for implementing the Charter for Public Service in Africa at national level will be proposed. In addition, the workshop will propose how managing the human resource in the public service can be improved through the application of Information and Communication Technologies (ICTs). Feedback from the participants on the engagement of African Public Service managers to collaborate with DPADM/UNDESA in the United Nations Public Administration country studies (UNPACS). Finally conducting this workshop in close partnership with the Africa Public Sector Human Resource Managers’ Network (APS-HRMnet) will greatly contribute to enhancing its institutional capacity and elevating its image and stature as
a body that can support professionalization of human resource management in the public sector in Africa.

F. **Resource persons:**

The main facilitator of the workshop will be Dr. John-Mary Kauzya from UNDESA. He will be joined by practitioners of HRM in the public service in Africa, the members of the Executive Council of the APS-HRMnet, Resource Persons from UNECA, AAPAM, AMDIN, and consultants who will be invited to make presentation and facilitate the workshop.

G. **Languages:**

The Workshop will be conducted in French and English

H. **Venue and dates:**

The workshop will be held in Zanzibar, United Republic of Tanzania from 12 to 16 November 2012

I. **Contact Address:**

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