

Strengthening Public Sector Human Resource Management Capacities in Africa

Capacity Building Workshop on

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

Addis Ababa, Ethiopia
14-18 March 2011

FINAL REPORT

I. INTRODUCTION

1. The training workshop on “Promoting Professionalism in the Public Service: Strengthening the Role of Human Resource Managers in the Public Sector for the effective implementation of the African Charter on the Values and Principles of Public Service and the Administration,” took place in Addis Ababa, Ethiopia, from 14 to 18 March 2011. The workshop was organized by the United Nations Department of Economic and Social Affairs (UNDESA) in collaboration with the United Nations Economic Commission for Africa (UNECA), and the African Public Sector Human Resource Manager’s Network (APS-HRMnet). The workshop was hosted by the Government of the Federal Democratic Republic of Ethiopia.

2. The objective of the workshop was threefold: (a) to provide a platform for Ministers responsible for Public Service, human resource managers in the public service in Africa, and experts in human resource management, to discuss how professionalism can be promoted and sustained in the public service on the continent; (b) to bring to the attention of human resource managers the challenges and obstacles in the implementation of the Charter faced by countries that have already adopted the Charter and/or have some kind of a national Public Service Charter either based on the original document that was adopted in Namibia or the revised version by the African Union; and (c) to discuss strategies for the domestication of the key provisions of the African Charter in the codes, standards and regulations at the national level in order to promote professionalism in the public service.

II. ATTENDANCE

3. The Workshop attracted three hundred and fifty (350) participants from the following Member States: Benin, Botswana, Burkina Faso, Burundi, Cameroon, Chad, Central African Republic, Chad, Comoros, Congo (Republic of), Côte d’Ivoire, Democratic Republic of Congo, Djibouti, Egypt, Equatorial Guinea, Guinea Bissau, Ethiopia, Gabon, Gambia, Ghana, Guinea, Kenya, Lesotho, Liberia, Madagascar, Malawi, Mali, Mauritania, Mauritius, Morocco, Mozambique, Namibia, Niger, Nigeria, Rwanda, Sao Tome-and-Principe, Senegal, Sierra Leone, Somalia, South Africa, Sudan, Southern Sudan, Tanzania, Togo, Uganda and Zambia.

4. Participants were representatives from African Ministries responsible for Public Service, African Human Resource Managers, Public Service Commissions, Appointing authorities in the public sector, Representatives of Management Development Institutes, as well as Focal points and Executive Council members of the APS-HRMnet in Africa.

5. The following International, Regional and Sub-regional organizations were also represented: African Union Commission (AUC), the African Capacity Building Foundation (ACBF), the International Public Management Association for Human Resources (IPMA-HR), the United Nations Development Programme (UNDP), and the World Bank.

III. ACCOUNT OF PROCEEDINGS

3.1 Opening ceremony

6. The workshop was formally opened by His Excellency, Hon. Dalmas Otieno Anyango, Minister of State for Public Service of Kenya, Prime Ministers' Office, and Chairperson of the 6th Pan African Conference of Ministers of Public Service. Statements were also made by Mr. Abdoulie Janneh, United Nations Under-Secretary-General and Executive Secretary of ECA; H.E. Mrs. Julia Dolly Joiner, Commissioner for Political Affairs, African Union Commission; H.E. Mr. Juneydi Sado, Minister of Civil Service of the Federal Democratic Republic of Ethiopia; Mr. Titus Mdambuki, Vice-President of the African Association for Public Administration and Management (AAPAM). A Vote of Thanks was given by Honorable **Hawa A. Ghasia**, (MP) Minister of State in Charge of the Public Service Management, United Republic of Tanzania.

7. Introductory remarks were made by Dr. John-Mary Kauzya, Chief of Governance and Public Administration Branch, UNDESA. In his remarks, Dr. Kauzya expressed his satisfaction that the workshop was taking place. He also thanked the key officials and organizations which together with UNDESA worked very hard and tirelessly to organize the workshop. He indicated that the Addis Ababa workshop was the third capacity development workshop of the Africa Public Sector Human Resource Managers that the UNDESA was organizing, since the starting of the programme in Dr. Kauzya then gave a very brief presentation on the objectives and process of the Workshop and handed over to the Chair of the Session, Mr. Abdoulie Janneh, Executive Secretary of ECA.

8. In his welcoming remarks, Mr. Abdoulie Janneh indicated that the workshop was a very timely and significant initiative in the sense that it seeks to address a key priority of African countries, which is to promote efficient public service performance and delivery. For Mr. Janneh, this objective underpins all other objectives relating to socioeconomic, political, cultural, judicial, administrative and governance programmes. He noted that many African countries are yet to recognize the strategic position of the human resource manager for the formulation and implementation of development strategies. Consequently, the public service sector in Africa was still facing multitude of challenges as not enough attention was paid to this vital aspect of human resource management on the continent. He underlined the fact that human resources constituted a very strategic and important group in the public service and had a leading role to play in public sector reform. It was therefore essential that adequate attention and resource are devoted to getting its underlying fundamentals right.

9. In addition, Mr. Janneh emphasized the fact that an effective and efficient public service was central for achieving Africa's development goals which require, among others, efficient service delivery, effective and well-functioning institutions, efficient policy and programme management, and efficient coordination of all stakeholders. In concluding Mr. Janneh call upon the participants and all stakeholders to also examine strategies to get the African Charter on Values and Principles of Public Service and Administration ratified, domesticated and implemented by African countries. He reiterated ECA's commitments to work closely with the AUC to achieve this objective by building on the existing and enduring partnership to institutionalize the African Governance architecture and development agenda.

10. Mrs. Julia Dolly Joiner, Commissioner for Political Affairs African Union Commission in her opening statement stated that the workshop provided a great opportunity for establishing the direction of the future implementation path that could be established for the African Charter on Values and Principles of Public Service and Administration. She underscored the fact that the

Charter is establishing the ground to manage our own interventions and programmes in an effective, reliable and efficient manner, which is key to state building and to the overall development and integration strategies in our continent. She further indicated that the struggle for democracy, contestations on economic opportunities and the exercise of human rights do now, more than ever before, bring to the fore the importance of a capable state and most importantly a professional and motivated public service. She indicated that one of the big challenges facing African policy makers was to establish a balance between political priority and societal perspectives with what is institutionally feasible. This was the reason why Africa needs a professional Public Service. Ms. Joiner appealed to all participants in the sense that while discussing the agenda of the workshop, they should not lose sight of the wider integration agenda that brings all African countries together. In this respect, she indicated that while some countries might have made individually some progress and even achieved some of the objectives established in the African Charter on Values and Principles of Public Service and Administration, the reality remained that Member States are in the Union because of a fundamental desire to develop together and to achieve the larger vision of integration. In conclusion, she expressed confidence that the objectives established for the workshop will be achieved.

11. Mr. Titus Mdambuki, delivered a support statement on behalf of the President of AAPAM. He indicated that AAPAM was happy to be associated with UNDESA workshop. He commended UNDESA, UNECA, and the Government of the Federal Democratic Republic of Ethiopia for organizing this strategic workshop. He also saluted the professional group of African human resource managers who worked with UNDESA to establish APS-HRMnet. He finally hoped that participants will be able to implement the Charter and practice its principles in their respective countries.

12. The Ethiopian Minister of Civil Service in his welcoming remarks indicated that for Human Resources Managers to excel they needed a good understanding of the nature and mission of the public organization they work with be it a utility firm or an engineering organization. In so doing he sought to clarify the notion of professionalism in the public sector. He further analyzed the relationships between public service/public sector versus private sector. In so doing he indicated that some scholars are of the opinion that the public sector should be very small and limited to policy issuance and the maintenance of peace and security, while the private sector can take care of development issues. On the African Charter for Public Service, he indicated that in a large and diverse continent like Africa, it was not possible to have an African Public Service Charter, as service charters vary depending on local cultures, policy environments, and socio-economic conditions in the different countries. He therefore underlined the need to benchmark each other and learn from each other, but not have one charter, at least for now. In conclusion, Mr. Sado, call on participants to encourage and promote professional associations as a way stimulate dialogue and cross-fertilization among professionals.

13. In his keynote address, Hon. Dalmas Otieno Anyango, Minister of State for Civil Service Republic of Kenya and Chairman of the 6th Conference of African Public Service Ministers indicated that Africa was in competition with the rest of the world and that the only unique commodity the continent had was its human resources. As such, the most important challenge faced by African countries today was to raise labour productivity, through an effective and efficient human resource management. He deplored the fact that in many African countries, the role of human resource officers was still confined to routine functions about staff entitlement to pay increments, staff welfare and the like. To this end, he called upon human resource managers to provide innovative leadership in the management of public affairs and not to consider the function of human resource as a routine exercise. The logical trend was, therefore, to fast track initiatives to infuse greater professionalism in human resource and to enhance transformation towards knowledge-based Public service.

14. Hon. Anyango underlined the fact that capacity constraints among African countries in the area of human resource management were caused by the inability of African governments to recruit and retain the needed well-trained and skilled personnel. This in turn, was due to a number of reasons chief among which were: low salaries, poor conditions of service, over-centralization, and dilatory and outdated procedures. In this respect, he indicated that for African countries to professionalize human resource function and, by extension, the public service it was necessary to promote training and capacity building programmes with particular emphasis on continuous learning, institute pay and benefits reforms to support the attraction and retention of competent professional staff, practice recruitment procedures that allow professional and unique talent to join public service, manage performance to focus on excellence and results, and encourage public service staff to join and be actively involved in professional associations.

15. He stressed the need for public private partnerships in the sense that certain key public service deliverables be undertaken in partnership with professional experts outside the Public Service. In conclusion, Hon. Anyango drew attention to the participants on the fact that while discussing the African context and perspectives to promote and strengthen professionalism in the public service, participants should be cognizant of the fact that there are no two or more sets of professional standards, therefore, participants were encouraged to match and internalize best practices from around the world. Finally he indicated that for human resource managers to effectively play a successful role in the implementation of the African Charter on Values and Principles of Public Service and Administration, those managers are expected to understand themselves the Charter's objectives and principles and to appreciate its broader and over-arching theme of modernizing and improving the public service in Africa.

16. In delivering a Vote of Thanks, Hon. Hawa A. Ghasia emphasized the fact that with this third workshop Africa had already the resources it needs to increase the pace of development and specially to create a more responsible and satisfied citizenry by providing equal and right opportunities to all. In conclusion, she urged all participants to discuss the issues on the agenda with an open mind and to critically identify practical solutions to the challenges faced by our continent today and for the future generations.

3.2 Adoption of the Programme of Work

17. Participants adopted the Work programme (see annex 2), which was crafted to discuss the main theme of the Workshop under the following seven (7) sub-themes:

- Political Leadership in Promoting Professionalism in the Public Service and Implementing the African Charter on the Values and Principles of Public Service and Administration.
- Promoting and Strengthening Professionalism in the Public Service: A General Conceptual Overview.
- Promoting and Strengthening Professionalism in the Public Service: The African Context and Perspectives.
- Challenges and Strategies for Effective Implementation of the African Charter on Values and Principles of Public Service and Administration.
- Facilitating and Inhibiting Factors and Strategic Actions.

- Linkages, Collaboration, Partnership and Networking to promote professionalism and the Implementation of the African Charter on Values and Principles of Public Service and Administration.
- Strengthening the African Public Sector Human Resource Managers' Network.

3.3 Presentation of Papers and Deliberations

Day 1: Monday, 14 March 2011

18. After the opening session, the first day comprised of two plenary sessions in which the following themes were presented and discussed:

Plenary Session 1: Political Leadership in Promoting Professionalism in the Public Service and Implementing the African Charter on the Values and Principles of Public Service and Administration

19. This session was chaired by Mrs. Julia Dolly Joiner, Commissioner for Political Affairs of the African Union Commission. The panel featured three panelists; Hon. Dalmas Otieno Anyango, Minister of States, Prime Ministers Office Public Service, Republic of Tanzania, and Chairperson of the 6th Pan African Conference of Minister of Public Services; Hon. Sezi Mbaguta Prisca, Matron of APS-HRMnet Minister of State for Public Service of Uganda; and Hon. Hawa A. Ghasia, Matron of APS-HRMnet and Minister of State, President's Office, Public Service Management, Republic of Tanzania.

20. **Mrs. Joiner** introduced the panelists by underlining the need for strong political leadership in promoting professionalism in the Public Services as well as effective service delivery. She noted that a key-indicator in measuring the political will of African leaders in addressing the issue of promoting professionalism in Public Service would be the speeding up of the ratification process of the African Charter on Values and Principles of Public Service and Administration.

21. **Hon. Dalmas Otieno Anyango** noted that professionalism was about establishing a culture of performance based on standards, target, ethics and integrity. He added that integrity, conceived as the corner-stone of a culture of performance, should inspire coherence between political announcement and concrete accomplishments. Furthermore, he said that an effective reform of the Public Administration on the continent should entail i) vision formulation; and ii) ownership of such a vision. Team and staff of the Public Administration were therefore expected to be motivated to embody visions and performances accordingly.

22. Hon. Anyango noted that dialectics between losers and beneficiaries usually marked ambitious reforming process. An example was made with reference to the competition between young professional usually keen to learn and use new technologies and long-time serving staff reluctant to change their traditionally way of working. Social, political and economic risks affecting reforming initiatives undertaken in the field of the Public Service had to be dealt with by political leaders such as ministers and member of Parliaments. In this sense, he added that politicians had to play the role of *shocks-absorbers* by assuming leadership and responsibilities in formulating visions and managing the risks of the management process. Nevertheless, he emphasized the importance of the role played by Directors and Managers in the field of Human Resources in promoting a

continuing dialogue and exchange of views with political leaders during the implementation phase of the reforming process.

23. Hon. Sezi Mbaguta Prisca, noted that the delicate nature of the challenge related to the reform of the Public Service called upon Public Administration Senior Officers as well as Human Resources managers to accelerate efforts aimed at professionalizing service delivery and promote a better understanding of the role of citizens as both customers and clients. She underlined the importance of strengthening communication and exchange of information between managers and staff of the Public Service. Moreover, on issue of technology she recalled that there was an increasing political will to intensify its role and relevance within the Public Service: however, it was up to Directors and managers to ensure full implementation. She also emphasized the need to fill the current gap between political leaders/ministers and HR managers/Public Service Directors or Senior Officers: the Ugandan practice of regular meetings and consultations could be usefully replicated in other country with a view to bolstering synergies between the political and the administrative sphere.

24. She also recalled that the Uganda Public Service adopted a specific code of conduct, a performance based management system, as well as competency based recruitments procedures. Periodic surveys on service delivery were also recalled as one of the most important initiatives carried out by the Ugandan Government in order to gather views and information of people perception on how the Public Service performed. The oversight role that Parliament could play in following up and reviewing actions taken by Public Service Managers was highlighted. Furthermore, the contribution that could be given by HR managers in reforming the Public Service was highlighted.

25. Hon. Hawa A. Ghasia, emphasized the role that politicians must play in promoting national development agenda and Public Service reform by furthering efforts to accelerate domestication and ratification process of the African Charter on Values and Principles of Public Service and Administration. At the same, she added that Senior Public Servant, permanent Secretaries, directors and managers were asked to translate political calls and visions into administrative actions. She noted that Public Service Reforms situated within the framework of the Charter were likely to achieve success and promote a new era of professionalism for Public Service based on ethics, respect for rules and procedures, impartiality, efficiency, and integrity. Politicians were also called upon to provide Public Service Managers with resources and clear criteria for management. Managers of Human Resources had to ensure that workers were well developed, motivated to achieve the high quality public service. She finally called on participants to identify the various challenges and to propose strategies through which professionalism can be promoted and sustained in the African Public Service as a key aspect of the implementation of the Charter.

26. In the discussions that followed the above presentations, the following key issues were raised:

- Which values were underpinning governance in Africa? Participants were of the opinion that since independence the continent adopted a culture of consumption, which undermined potential and values of the Public Service. Therefore a culture of production needed to be promoted.
- With regard to managing political risks in reforming the Public Service, it was suggested that politicians should play a central role as shock-absorbers.
- Participants noted that the ratification and domestication of the African Charter on Values and Principles of Public Service and Administration would promote the above-mentioned culture of production.
- Questions were also raised on how to manage conflicts between permanent secretaries and ministers. The following suggestions were made: i) narrowing the power distance between

the two; ii) improving information sharing; iii) establishing clear accountabilities and improve attitudes towards service delivery; and iv) identifying guidelines to improve relations between permanent secretaries and ministers.

- Suggestions were made with regard to the contextualization of the Charter in accordance with the different situations of the African Member States.
- The need to reflect on public service delivery in post-conflict situations and suggest recommendations to address expectations in complex peace-building environments was also highlighted.

27. In her concluding remarks the Chairperson underscored the following salient points:

1. In order for leaders to be effective they should always facilitate dialogue on the status quo, question traditional approach, and embrace change. In this respect, they should be open to ideas and continuous learning using their position as an opportunity to guide the reforming process of the Public Service.
2. All public service should be able to adapt to changing demands of the public. To that end, communication, regular interactions with staff, and the use of ICT should be encourage in the public service to ensure efficient and effective public services delivery.

Plenary Session 2: Promoting and Strengthening Professionalism in the Public Service: A General Conceptual Overview

28. This session was Chaired by **Hon. Hawa A. Ghasia**, Matron of the APS-HRMnet and Minister of State, President's Office, Public Service Management, Republic of Tanzania, and comprised the following Panelists: **Mr. John-Mary Kauzya**, Chief of Public Administration Capacity Branch, Division for Public Administration and Development Management, UNDESA, **Mr. John Lavelle**, Former Senior HR Strategy Advisor, The World Bank & Senior Associate, The Centennial Group, United States of America, **Prof. Gelase Mutahaba**, Department of Political Science and Public Administration of the University of Dar-es- Salaam, and **Mr. Rupert Bladon**, Senior Public Sector Specialist, World Bank Ethiopia, Country Office.

29. The Chair introduced the session by acknowledging the fact that there were numerous challenges related to human resource capacity building in the public service in Africa. The workshop was, therefore, an excellent opportunity for contributing to enhancing capacity for policy and strategy formulation in matters of Human Resource Development in the public sector in Africa, thereby sharing knowledge and experiences in HRM related topics. The Chairperson then invited the first presenter to present his paper.

Reflections on Strengthening Capacities for Professionalism in Africa's Public Sector (John-Mary Kauzya)

30. The Main argument of this presentation was that public servants working with professionalism are required for effective, efficient, responsive and equitable delivery of public services. The presentation centered on the need to develop a common understanding of the term "professionalism" within the public service, in order to guide the work of the African Public Sector Human Resource Managers' network (APS-HRMnet) in their efforts to promote professionalism in the management of human resources in Africa. In this respect, the presenter linked the idea of professionalism to the main objective of the APS-HRMnet, which is to "promote excellence, integrity and professional standards in the practice of human resource

management in the public sector in Africa and to support continental and regional efforts in Africa to implement harmonized public service commitments such as the Charter for Public Service in Africa.”

31. The presenter concluded by indicating that developing professionalism in Africa’s Public Sector requires the development of service and citizen-centered leadership, with particular emphasis being placed on training and an on-going commitment to learning and improving skills. Appropriate motivation and incentives, coupled with relevant infrastructure for efficient professionalization should be put in place. He emphasized the need for an efficient and effective institution (commission, taskforce or a committee) to spearhead the development of Professionalism in the Public Service. However, for such an institution to become effective leaders at all levels in the Public Sector must become effective role models by adhering to the highest levels of integrity, professionalism, transparency and accountability in their respective areas of influence.

Hard and Soft Power: Human Resource’s Role in Promoting and Strengthening Professionalism in the Public Service in Africa (John Lavelle)

32. The second presentation focused on how to enhance the role of human resource managers in Africa. The presenter argued that in order to have effective and influential human resource in Africa both “hard power and soft power are crucial.” He indicated that the three aspect of hard power are: policies and rules; workforce analytics in the context of the changing nature of public sector employment; and work force planning. He further defined soft power as leadership and power, which are inextricably intertwined. He indicated that broadly speaking, power is the ability to affect the behavior of others to get the desired outcomes, and that there were three basic ways to do this. First, coerce the people with threats; second, influence them through good payments; or third, attract and co-opt them. According to the presenter the features of professionalism are: remunerated effort; expertise and specialized knowledge (used efficiently); established standards; code of ethics; pride and intrinsic motivation.

Promoting Professionalism in Human Resource management: The African Context and Perspective (Gelase Mutahaba)

33. The third presentation was on the topic “Promoting Professionalism in Human Resource management: The African context and Perspectives.” The presenter indicated that that staff responsible for human resources should not be confined to playing a restricted, bureaucratic and reactive role, limited by and large to routine decisions about staff entitlement to pay increments and the like. They should provide real input into strategic decisions on staff management as well as decisions on how to achieve the core objectives of government. This calls for treating the human resource function in the public sector as a profession. The presentation also addressed the issue of changing conception of roles of “People Management” functionaries in historical perspective; theoretical and conceptual issues; major tenets of human resource manager; expected roles of human resource managers; human resource manager’s roles in policy management; towards professionalizing human resource manger in Africa: Challenges; conclusions and the way forward.

34. In concluding the presenter argued that reforms in the public service should aim at transforming the public service human resource function. Reforms should also be undertaken to re-orienting incumbent human resource managers for them to develop their competencies for human resource management, thereby elevating the status of human resource function for it to develop ethical standards in the public service. Finally the presenter stressed the fact that an

effective human resource policy and strategy must be a tool not a burden, a collection of guides, not a handbook of rules or a 'box' of control devices.

Promoting and Strengthening Professionalism in the Public Service (Rupert Bladon)

35. The fourth presentation started by asking why human resource management is important to civil service reform? The presenter gave a numbers of reasons. Such as: the people being the central resource of administration; the growing need for public administration services which are: professionally focused, well-managed, performance based, meritocratic, politically and ethnically neutral. According to the presenter, civil service reform often fails when human resource management is overlooked and succeeds when it is a central feature of the reform. Features of good human resource reform included the need for political support – changing the rules doesn't always change practice; some clear and important commitments – for example commitments regarding corruption and for Civil Service to be attractive, need career structures, competitive pay structures, etc-. In conclusion, the presenter underlined some of the challenges of human resource management in Africa, which are: support is scaled up and spectacular economic growth with greater resources managed by core government systems to fulfill donor obligations under Paris Declaration for Aid Effectiveness.

36. In the discussions that followed the above four presentations, participants raised the following key issues:

- Motivation in the public service. This aspect was not well addressed as a major challenge in human resource development in Africa, particularly in the public service. In most African countries civil servants are not well paid, therefore, developing professionalism and also retaining skilled human power are major challenges the sector is facing. Participants were of the opinion that in the future the issues of motivation, method of developing motivation strategies in the public service in Africa need to be addressed since motivation enhance professionalism.
- Participants were cognizant of the fact that there is no easy solution for motivation given public sector finance in Africa. But as a general comment, motivation is something that comes from within the public servants and money as an external factor can not be the first motivator i.e., this does not mean that African government starve their civil servant to motivate them. The good solution is increasing professionalism to enhance motivation.
- The definition of professional was not very clear from the four presentations. In addition, the role of human resource on the development agenda of a nation was not clearly stated. Participants suggested that these issues required further clarification because in some African countries human resource practitioners think that they don't have a developmental role in goal settings for issues such as poverty alleviation and raising the quality of life. Professionalism in this context refers to those people who have the knowledge and skills to achieve their assignment and not merely the number of certificates that some one has. Creating an environment that values human resource can play a big role in valuing professionalism. The function of human resource manager should be aligned with that of management system for a better appreciation of the role of human resource management.

- With regard to advisors sometimes they gave the wrong advice to please their supervisors rather than giving them the right advice in which case they may end up in losing their jobs. Consequently, any person working in the human resource management should be well trained professional with relevant knowledge and experience on human resource management. With regard to advising government, it should be noted that the way we communicate or advise government bodies matters on whether the professional advice is to be accepted or not. It is therefore essential to give advices in a good and palatable way.
- The political environment for public servants needs to be improved. Public administration should not be politicized for the sake of politicians and in some African countries service delivery in the public service is highly dominated by political/partisan interests. This is a big handicap for the civil servants to provide quality services to the citizens. In this respect, participants were of the opinion that while civil servants are expected to implement the policies that are formulated by the politicians, there was a need to clearly establish the distinction between public servants and politicians. In addition, at the level of service delivery, it should not be based on political affiliation or favoritism. Service delivery must be free from political influence.
- In many African countries, human resource managers (in the public sector) are not part-takers in the decision making process. In this respect, participants stressed the need to integrate human resource managers in the public service into all public sector reforms programmes.

Plenary Session 3: Promoting and Strengthening Professionalism in the Public Service: The African Context and Perspectives

37. Four presentations were made at this session two in plenary. These are:

Promoting and strengthening professionalism in the civil service: The Ethiopian case (Adebabay Abay Gebrekidan)

38. The objectives of this presentation were to explore efforts made to promote and strengthen professionalism, identify opportunities and challenges, and explore best practices and strategies with particular emphasis on the context of Ethiopia.

39. The presenter defined key terms like professional, public service, civil service, etc. He also mentioned the context in which civil servants are functioning to assume professional title. The presenter underlined the fact that civil servants were policy advisors not policy makers and that as such they should have citizens' interest first, be result-oriented, make service agile, have a deep belief in change, with a strong belief in continuous learning and improvement, have a good ability to learn and to work in a team and be development oriented. He explained the brief history and reality of the civil service in Ethiopia from the time of Emperor Menelik II up to the current regime. He highlighted some key features of the Civil Service Reform in Ethiopia and the series of reform initiatives undertaken thus far by the government namely: Business Process Reengineering; Performance Management; Human Resource Management and the opportunities and challenges associated with these reforms. He concluded by

indicating that the overall objectives of these reforms was basically to strengthen professionalism in the public service.

Challenges and Strategies of Cultivating and Strengthening Professionalism in the Public Service in Africa (Atakilt Hagos Baraki)

40. The objectives of the presentation were twofold: To highlight the challenges to professionalism in African public service and to suggest some strategies that could help strengthen professionalism in the public service in Africa. In this context the presenter addressed the following questions: what does professionalism mean in the context of the public sector? Does it have peculiarities that make it different from professionalism in other sectors? What are the implications of the Charter for the Public Service in Africa (CPSA) to professionalism in the African public service? What problems and challenges related to professionalism constrain the implementation of CPSA in Africa? What strategies may be required to cultivate professionalism in the African public service?

41. Throughout his presentation the presenter underscored the fact that professionalism in the public sector was multi-dimensional. Cultivating and developing professionalism in the public sector was subject to many interlocking factors and it requires many types of measures; some of the measures can be taken in the short-run, while others needed more time and resources. In conclusion, the presenter indicated that some of the interventions require a consortium of integrated efforts from the government, public organizations, public sector employees, and other national and international organizations.

Civil Service in Ethiopia: the Marriage between Profession and Politics (Tesfaye Debela)

42. This presentation had three components: (i) assess historical development of civil service in Ethiopia; (ii) assesses the different factors that affect the professionals and professionalism in the civil service; and (iii) recommend strategies to improve the professionalization of civil service. In his presentations, the panelist indicated that the current trend is the shift from bureaucratic organization towards seamless organization that delivers effective and efficient services to citizens. In this respect, there were a need for professional civil servants that works independently and that are at the front line to solve the problems of citizens. From the experience of Ethiopian Civil service, the presenter indicated that there is marriage between profession and politics, which was necessary to establishing stable and effective systems in order to increase accountability and to reconcile the service of professional with the need of the politicians. The presenter stressed the dominance of political ideology in controlling and the attempt of politicians to use their ideologies to control government organisations, which causes divergence of goals between the politicians and the managers of the organisations.

43. He also commented on the Strategy to reform the Ministry of Civil Service (MoCS) in Ethiopia, with a view to enhancing the human resource capacity of the ministry. He indicated that in order to achieve the expected accomplishment, experts to undertake such reforms should have the skills and capacity to undertake periodic research, revise the structure of government organisations and advise politicians on organisation change process by taking into account the political, social, economic and technological changes. He further indicated that while developing dynamic managers and professionals, the ministry should plan on how

to induct professionals and design short term trainings that would increase their awareness on the organisational changes in the public sector. In conclusion, the presenter noted that in designing schemes to motivate professional employees, the presenter indicated that appropriate rewards and favourable working environment were required, as well as making “professional tasks” to be “controlled by those who already perform them.”

Promoting Professionalism in the Public Service: Strengthening the Role of human resource Mangers in the Public Sector for the Effective Implementation of the Charter for the Public Service in Africa (Simon Mamosi)

44. The panellist started his presentation by asking the following questions: who are human resource managers? Who implement human resource management? The response was that professional human resource managers and national commission and public administrators. The first group was basically made of professionals committed to promote professionalism. In this group the environment was to be conducive in terms of structure, and corruption must be reduced through enactment of regulations. He underscored the fact that in the 21st century there was a high need for knowledge and skills to create dynamic private sector professionalism. He emphasized the fact that in promoting public sector services, professionals must be there to meet the quality services to the required level and meet the work ethics. He also mentioned ways of improving professionalism through training and having guidelines that enhance and support the achievement of professional standards. In conclusion, the presenter indicated that the civil service must be competent to develop capacity fro development in Africa.

45. Key issues raised during the presentations include:

- Business Processing Reengineering (BPR) has productive impact in some African countries. In terms of its implementation in Ethiopia some fruitful results have been achieved in relation to efficiency, customer satisfaction and development. However, not much has been achieved in human resource management. The assessments of BPR in Ethiopia and the necessary attitude expected from professionals are found in the book published by OSSREA (look at OSSREA web).
- On the issue of professionalism, there is a need to specify what is the right or prominent professional’s attitudes.
- The issue of remuneration is critical for public servants to behave in the right manner and to execute their duties. Because of poor remuneration the public sector in Africa is loosing its human resource to the private sector. Therefore, to emphasize the issue of professionalism the issue of pay is critical.
- The issue of “witch craft” in the public sector need to be addressed since it is a major bottle neck in Africa.
- The public sector should be able to recruit qualified professionals that play lead role in the public service in Africa.
- The personal attributes of professionals are expected to be defined rather than pointing out the political environment or system because professional personally

should be able to provide positive attribute towards respecting the disciplines and work ethics.

- The institutional arrangements needed to promote professionalism must be discussed and also the point where we start to professionalize human resource system is need to be highlighted.
- In the Ethiopian context very little or no attention is given to human resource managers. Most decisions are made by higher level managers and top administrators. A lot is expected to strengthen the role of human resource management from the Federal Civil Service Ministry.
- In Morocco currently most of the people preferred to work in public sector than in the private sector for the reason that in the public sector professionals get a good working environment. So we need to create attractive working environment with incentives for public servants.

Day 2: Tuesday, 15 March 2011

Plenary Session 4: Challenges and Strategies for Effective Implementation of the African Charter on Values and Principles of Public Service and Administration

46. The Session was chaired by Hon. Dalmas Otieno Anyango, Minister of State for Public Service of Kenya, Prime Ministers' Office, and Chairperson of the 6th Pan African Conference of Minister of Public Service. The panel comprised of the following members: Mr. Alfred Tjirorua Tijhambuma, Deputy Director Efficiency and Charter Unit, Office of the Prime Minister of Namibia; Mr. Brian Kagoro, African Governance and Public Administration Programme, UNDP Regional Centre South Africa; and Mr. Abraham Roch, Democracy and Governance Officer Public Service Focal Point, Department of Political Affairs of the AU Commission.

47. **Mr. Tijhambuma** noted that the African Charter was a crucial instrument of governance based on principles of ethical values, neutrality, transparency, efficiency, productivity in service delivery. He also added that the Charter was not a detailed framework but rather a broader structure in which State parties are supposed to develop their Public Service with a view to reforming it taking into account cultural and historical backgrounds. It was recalled that effective and efficient service delivery is associated with the idea of promoting and strengthening democracy in Africa.

48. Some objectives of the Charter were highlighted, namely: i) ensuring quality and innovative service delivery; ii) encouraging Member States' efforts in modernizing administration iii) encouraging citizens' participation in public administration process; iv) promoting the harmonization of policies and procedures related to Public Service and Administration among Member States in order to promote regional and continental integration.

49. Mr. Tijhambuma recalled that professionalism, ethics, rules of conduct, incompatibilities and conflict of interest, fights against corruption, and declaration of assets were identified as code of conducts binding Public Service agents and employees. He also recalled that while articles 14 to 18 dealt with rights of Public Service agents – equality,

freedom of expression and association, working conditions, - articles 19-21 identified criteria for management and development of human resources. Mr. Tijhambuma highlighted the main challenges facing African countries in the implementation of the Charter, namely the existing of conflicting priorities – political and economic situation might suggest to focus on priorities which do not reflect Charter’s objectives – the need to design training and programmes aimed at promoting obligations and principles set by the Charter. The following aspects were indicated as challenges in the implementation of the Charter:

i) changing the mindset of public servants, which represent a crucial step in promoting an efficient, effective, and trusted Public Service; ii) putting in place effective monitoring evaluation systems; iii) poor implementation, limited resources, lack of skills and capacities; iv) diversity of colonial experiences, as well as diversity of historical socio-economic and political development informing Public Service trajectories; parliamentary and constitutional democracies; post-conflict situations; dramatic differences in quality of governance.

50. He underlined the following measures which were recommended in order to facilitate the implementation of the Charter: i) encouraging all member States to continue adopting their own code of practice in accordance with the overall direction and conceptual framework of the African Charter; ii) strengthening efforts aimed at introducing norms and values of the Charter within training programs for public servants; iii) adjusting the size of the Public Service in order to reflect needs and circumstances of the country concerned; iv) narrowing the gap between private sector and PS in the field of IT, human resources practices and remuneration; v) addressing the issue of brain drain in order to retain talented Africans; vi) encouraging the involvement of civil society in pressuring government to ensure effective service delivery; viii) incorporating the Charter into the existing legal and institutional framework.

51. With reference to a long term strategy to ensure the implementation of the Charter the presenter suggested: i) to share experiences on service delivery through the implementation of the Charter ii) carefully strike a balance between the well experienced and new entrants in the public sector iii) Management Development Institutes should be promoted to ensure the effective promotion of the values and principles of the Charter, iv) establish and network knowledge bases and center of excellences among member states v) ensure a systemic best practices and benchmarking, budget finance and raise funds collectively the implementation processes.

52. In conclusion, the presenter stressed the possibility to use the Charter as a review tool to verify whether the initiatives already implemented in the field of the Public Service were on the right track. In this respect, the Charter could assist in identifying areas for improvement of instruments and initiatives which were about to be put in place.

53. The presentation of **Mr. Brian Kagoro** focused on the challenges affecting the implementation of the Charter. The main challenges were identified as follows:

i) The political environment and democratic challenge are linked to the nature of the economic policy and development trajectory that the country is pursuing; ii) The legislative challenge stemmed from the existence of many very advance AU documents which took long time to be ratified or domesticated. Many of these documents were standing as aspirations’ statements; iii) Only a few RECs decided to give priority to the reform of the public service: stronger coherence at national, sub-

regional and regional level in the commitment towards the implementation of the Charter needed to be promoted; iv) Both human and financial resources needed to be mobilized in order to implement the Charter: the above-mentioned resources had to be found in the continent in order to shape the PS according to continental views and ideas. v) A more effective participation of citizens-customers-client in the PS activities had to be promoted: lack of participation in service delivery and management of resources originated the North African request for democratization; vi) monitoring of performance of PS had to be established within the framework set by the Charter without however adopting a one size fit all approach; vii) Effective database to foster knowledge developed in the continent on the issue of the PS reform should be developed.

54. Mr. **Brian Kagoro** recalled the leadership played by the Commission of the African Union together with the Pan African Conference of Ministers of Public Services: the Regional Economic Communities, the Pan African Parliament, the regional and national parliaments needed to be fully involved in the process of implementation of the Charter. Furthermore, he noted that the popularization the Charter could play a central role in encouraging the ratification and implementation process. He concluded by saying that research and knowledge institutions were key for improving effective service delivery.

55. Mr. **Abraham Roch** in his presentation reminded participants that the Charter is to enter into force 30 days after the deposit of the instrument of ratification by 15 Member States. He indicated that while the entry into force was the first condition for its implementation, the popularization work was a key aspect for the success of the entire exercise. Mr. Roch hoped that Uganda, Tanzania and Kenya (countries which took the lead of the ratification process) could play a lead model for the implementation of the Charter. He recalled that while major AU documents and Charters usually take 5 years to complete the ratification process, in the case of the Charter, the implementation could start well before its entry into force. He explained that the strategy the African Union was pursuing in this respect was to popularize the Charter through its dissemination channels. Official letters and note verbal are to be sent to Member States in order to make them fully aware of the main aspects of the Charter and its ratification process. He also reported that the Commission was organizing a round of popularization meetings which would gather all the different stakeholders. The AUC, together with the Economic Community for Central African States (ECCAS), for example, was organizing an event in Libreville for managers, directors and high level official of the Public Service with a view to including the Charter in all future training programs for public servants. Mr. Roch also emphasized the need to fully associate Parliaments and civil society to the ratification process of the Charter.

56. He also added that the AU was guided by two principles in fostering the implementation of the Charter, namely: integration and non-indifference/shared responsibility. These two principles are enshrined in the Constitutive Act of the African Union. The same principles were supposed to guide the AU role in monitoring Member States' performance in reforming Public Service according to the Charter. While the AUC engagement in establishing a Secretariat aimed at coordinating the implementation process of the Charter was highlighted, the strengthening of Public Administration in service delivery and citizens' participation in resource management were key measures in preventing traumatic events such as those that are occurring in Northern Africa.

57. In concluding the above presentations the Chairperson observed that the implementation of the Charter was not different from what countries were doing currently. In

fact, many countries had the real essence of the Charter in their Code of conducts and other rules and regulations, hence they may not be required to wait long for the ratification of the Charter.

58. In the discussions that followed the above presentations, the participants raised the following key issues:

- The popularization of the Charter could facilitate its implementation before ratification process was completed. In this respect, participants agreed that the implementation could be both formal and informal. Informal, through the inclusion of Charter's principle in the daily work and procedures of the Public Service. Formal, once the Charter was formally ratified and entered into force (review mechanism and reporting obligations set up by its provisions would be at that point fully operational);
- Flexibility in the implementation of the Charter was highlighted as an important element allowing member States to adapt its specific provisions to reform initiatives already carried out in different countries.
- HR managers were called upon to start implementing principles and values of the Charter;
- The Charter was about reforming and strengthening public service, a process which could start through the promotion of code of conduct and the work of Human Resources managers (equipped with proper human and financial resources), Senior Public Officers, and Directors.
- The important role of the AUC-DPA in coordinating the process through dialogue and consultation with different stakeholders was highlighted;
- Participants agreed that celebration of the African Public Service Day and International Public Service Day – under the auspices of the United Nations – to be held in Dar-es-Salaam, Tanzania, on 23 June 2011 provided an opportunity to further popularize the Charter;
- It was agreed that the Charter should provide Member States with a key review-tool aimed at improving current reforming efforts;
- It was noted that some Member States' reform attempts were already guided by the Charter's principles;
- RECs should play a more important role in supporting Member States' efforts toward the implementation of the Charter;
- High level managers, director, HR managers were encouraged to brief ministers and politicians on content and aims of the Charter and sensitize them on a speed implementation of its principles;

Plenary session 5: The Role of Human Resource Managers in the promotion of professionalism in the public service and in implementing the African Charter on the Values and Principles of Public Service and Administration

59. This session was Chaired by Hon. Sezi Mbaguta Prisca, Matron of APS-HRMnet and Minister of State for Public Service of Uganda and comprised of the following panelists: Mr. Mashwahle J. Diphofa, Director-General, Public Service Commission of South Africa; Ms. Florence Wachira, Director, Recruitment and Selection, Public Service Commission of Kenya; Mr. Maurice Limbaya Kasonga, Chief of Human Resource Unit, Ministry of Public Service of the Democratic Republic of Congo; and Ms. Stella Mugabo Ford, Executive Secretary, Public Sector Capacity Building Secretariat of Rwanda.

60. Mr Mashwahle J. Diphofa, remarked that it is the responsibility of HR managers to raise awareness of the Charter and its content within their respective organizations. Every employee should be exposed to what the Charter is and contains and be familiar with it. Moreover, Human Resource managers as custodians of the charter should embody it and lead by example, by putting it into practice. Human resource managers would be better placed to influence as colleagues and staff generally would be able to learn from them.

61. He also highlighted that the knowledge possessed by human resource managers would enable them to exert influence in their organizations as it served as specialist knowledge, which would be sought after in their organizations, with staff consulting them on advice regarding HR issues. Therefore, it important for human resource managers to be knowledgeable on issues pertaining to the Charter, however, knowledge alone, he noted, was insufficient. How the knowledge is used, particularly to influence is also significant.

62. Human resource managers must monitor and evaluate principles embodied in the charter such as fair recruitment and selection processes and performance management.

63. On some of the challenges facing HR managers he noted that: i) Outdated training and knowledge and the need to continually develop and be innovative. He also commented on the new breed of human resource managers who he suggested could play a strategic role in organizations with their fresh knowledge and willingness to learn and adapt; ii) Delegation of tasks are also crucial, particularly to line managers who to varying degrees embody the role of human resource managers by disseminating information especially with the examples they set and thus further raising awareness of the charter; iii) The need to move away from using jargon and new tools as a symbol of sophistication. Unless absolutely necessary, simplicity is often key. Jargon and new tools otherwise create confusion and complexities and serve as a distraction rather than add value and help achieve goals as they should do.

64. Ms Florence Wachira, stated that in order to implement the Charter in its entirety, it is essential to make it efficient, effective, innovative and modernize it. She went on to discuss the definition of professionalism which she commented was not a technical skill but rather how well and skillfully duties are performed, which is shaped by internalized values. In order to be professional and promote professionalism human resource managers, first need to embody it themselves.

65. The role of a human resource manager is crucial and unlike any other. Whereas, most other roles tend to function as support system and are about things, the human resource manager role is essentially about managing people.

66. She asserted that there was a need to be first as a human resource manager collaborative and to have staff that functioned similarly. This would enable human resource managers to build a network that would effectively be able to create a shift in thinking within the organization. Human resource managers first need to learn to look beyond their offices, they should be aware of developments elsewhere in the organization and in other sectors and the implications for them. Chapter 5 in the Charter was noted as being very specific on how human resource managers should carry out their tasks.

67. There is a need to add value to employees as they serve as advocates for the charter within organizations. She advocated the use of performance contracts which eroded job security and the idea of having a job for life. Many employees are resistant to signing such

contracts, however, they are the basis for commitment and ensuring staff adhere to the Charter. Performance contracts also ensure staff work to correct standard and thus adding value to public service provided by the organisation. However, whilst improving work of staff with the organisation human resource managers must not lose sight of implications for the public.

68. Another issue she highlighted was the inability of many human resource managers to build capacity. They must learn to adopt and advocate the use of information technology for the organization to function more effectively. Research is also crucial to use as a benchmark for effects. It was also noted that developing staff and organizations need not come from training alone, knowledge can also be found with in an organisation from the daily work carried out, which staff must adapt to learning from. In summary, human resource managers must get rid of the notion that human resources is simply an add on to an organisation. Organizations must learn to turn to human resource professionals for leadership.

69. Mr. Maurice Limbaya Kasonga, stated that the role of human resource managers has two aspects: i) administrative decisions such as those concerning remuneration, recruitment and promotion; and ii) development of human resource namely the direction human resource in the organisation would take and the processes required to lead to desired outcomes. He noted that human resource managers must delegate some of the above named functions in order to perform well. Furthermore, the ministry of public services in each respective country must have a supervisory role over the human resource manager.

70. With respect to challenges faced by human resource managers, the presenter asserted that transparency with respect to recruitment and publication of vacancies, was an issue. He also highlighted the inadequacies in recruitment selection primarily the mismatch between profile of posts and the competencies and qualifications held by staff appointed to the post. Lack of competencies would ultimately curtail HR managers and the organization overall, preventing it from attaining its goals. Hence the need for the adoption of the charter whereby only competent staff would be appointed and consequently be able to be meet goals enabling HR managers to work strategically instead of having to fill in the gaps where staff are incompetent.

71. Ms. Adah Muwanga, One of the critical roles of HR managers is to lead in the implementation of the charter by advocating it, and in so doing, creating a conducive ground for its implementation. In addition, the presenter suggested that HR Managers must also design appropriate procedures and systems to ensure the sustainable implementation of the charter. In this regard, the charter becomes a tool for the effective implementation of the HR management. In concluding, the presenter suggested the following:

- Capacity building is a matter of priority. HR managers need to be confident and competent enough in other pertinent areas such as finance, budget and other soft skills like communication and ICT. They also need to blend theory and practice through experience and research.
- HR managers must have basic knowledge of other areas of work within their respective organizations, including in other sectors in order to be up-to-date with current issues and the implications they may have on their work and to steer them on how best to do their work.

- HR manager's training programs need to be revised, including the revision of the entry requirements for HR managers. Having a degree does help by expanding managers analytical capacity and upgrading quality of work overall. HR function has changed and upgraded therefore more is required from staff wanting to carry out that role.
- HR managers need to be more strategic so that they spend more time forecasting and advising leaders as opposed to largely administrative and trying to manage and avert crises on a day-to-day basis.

72. The presenter concluded by identifying the following issues. HR managers need to create networking and collaboration through the use of ICT and learn from mistakes. In addition they have to develop communication and research skills.

73. The chair concluded the plenary by raising the following points:

- There is a need for compliance to rules and regulations although this should not inhibit roles or functions;
- Fears relating to developments, particularly the use of ICT must be allayed by HR managers and instead staff should be made aware of the benefits of technology to their work and the public service they provide;
- Mistakes are a learning opportunity, but within limits;
- Communications, primarily HR jargon is too complicated and needs to be simplified in order to be more widely understood and for HR practices to be adopted;
- Knowledge must be regularly updated with research. What are the findings and the impact of our work? It must be measured in order to see effect and gaps if there are any. Knowledge not updated is not knowledge.

Working Groups Session

74. The afternoon of day 2 was devoted to four (4) parallel working groups, which converged in the plenary after intensive and in-depth discussions.

Group I: Promoting and Strengthening Professionalism in the Public Service

75. The group addressed the challenges and strategies pertaining to the promotion and strengthening professionalism in the African Public Service. The group raised the following challenges:

- Political influence and interference including lack of implementation of programs;
- Insufficient appreciation or lack of value-attached based system for human resource managers;
- Lack of clear and vivid human resource matrix to evaluate performance of human resource management to provide incentives;
- Limited availability of infrastructure at national level, including ICT;
- Lack of framework that accredit human resource professional;
- Lack of knowledge management system;

- Lack of sufficient reward and recognition systems (differential treatment for reward, promotion based on seniority and not merit).

76. During the discussions that followed, the participants formulated the following recommendations:

- Need to establish framework/system that values/recognizes previous and current valuable strategies and work to upgrade and improve them;
- Need to empower human resource managers to ensure implementation of the Charter;
- Need to repositioning human resource managers through conducting research and capacity building at organizational level;
- Need to develop a clear and vivid criterion for performance management and evaluation, based on a clear definition of the terms of reference in order to reward the good performers.

Group II: Challenges and Strategies for Effective Implementation of the African Charter on Values and Principles of Public Service and Administration

77. The group addressed the challenges and strategies pertaining to the implementation and domestication of the Charter. In so doing, the group drafted an outline of the main areas of challenges and possible strategies. Points raised as challenges include:

- Political will as expressed by political priority, ethnic and cultural diversity management as well as the nature of countries which are in conflict and post conflict.
- The low level of awareness of the cabinet about the Charter may create delay to adopt the Charter and national parliaments might not be fully involved in the process from the beginning. As such, the Charter may not be implemented on time. Furthermore, in some countries, lack of legal framework and capacity, as well as lack of accountability and transparency may hinder the implementation of the Charter while in others political orientation, organizational culture and leadership styles might affect the implementation of the Charter.
- The challenge of public participation, ownership and implementation. Lack of institutionalizing the public participation: awareness of the people about their rights and what services to receive/ask determines the level of participation and institutionalization. In addition, the slow process of ratification, domestication and implementation may be influenced by lack of awareness, institutionalization and the challenge of globalization;
- The challenge of knowledge generation can be influence by lack of coordination, cultural factors and mutual factors as well as the absence of network affects the level of information sharing;
- Lack of synergy with national charters, rules and regulations. Different countries have different legal framework and thus the process of ratifying and domesticating of the charter may not be applicable within the legal framework of some countries;
- Financial implication to adopt the charter can also be a challenge;
- Being resistant to change or “fear of the unknown” may delay the implementation of the charter;

77. During the discussions that followed, the participants formulated the following recommendations to tackle the above challenges:

- Gaining political will and ownership, thereby constitutionalizing and institutionalizing the Charter;
- Develop performance management, public awards and monitoring and evaluation systems at different levels;
- Capacity building for public servant at all levels, thereby developing clear and systematic communication strategies to share experiences, knowledge and other resources;
- Designing effective human resource system that focuses on performance and ensure public participation and performance monitoring of the public servants;
- Introduce innovative financing system to public services;
- Engaging influential persons from the private sectors and Faith Based Organizations during discussions with the public and political leaders.

Group III: The Role of Human resource Managers in the Promotion of Professionalism in the Public Service and in Implementing the African Charter on the Values and Principles of Public Service and Administration at National Level.

78. In discussing the above issues, the participants underlined and commended the following roles as being best practices for human resource managers in promoting professionalism in the public service:

- Developing the necessary attributes to serve customer and promote Client-based system in the organization;
- Improving productivity in the public sector;
- Attracting skillful and capable personnel for the organization;
- Promoting the functions of human resource managers in organizations such as recruitment, induction, training, promotion, and compensations;
- Bridging the gap or promoting two-way interaction between top managers (politician sometimes) and the staff on the one hand and the relations between line managers and staff, on the other hand;
- Interpret policies and charters as well as rules and regulations in a fair and impartial manner for the staff;
- Acquiring and developing knowledge and developing the right work ethics;
- Improving the compensation system in the company through research and studies;
- Giving advise for top administrators to promote professionalism in the organization;
- Developing guidelines, toolkits, and code of conduct for staffs in the organization;
- Keeping abreast latest developments in the organization;
- Providing equal treatment for all workers in discharging their functions;
- Defending and promoting neutrality;
- Creating a conducive working environment.

79. The group also identified the following points to be the roles of human resource managers in the implementation and domestication of the Charter at national level:

- Readiness and commitment to implement the Charter as well as acting as change agents;

- Creating awareness and understanding about the Charter through distribution and dissemination of the Charter;
- Inculcating the values of the Charter for the society through education curriculum and the media;
- Knowing and adhering to the general and particular functions of human resource managers in the Charter;
- Fair and correct interpretation of the Charter;
- Giving authority for human resource managers to implement the Charter;
- Identifying the gap in the organization in implementing the Charter and advising managers;

80. The following points were indicated as strategies that must be adopted to enable the human resource managers in the public service to play the roles specified above:

- Develop strategies for mind renewal at the top management level and other workers;
- Monitoring the implementation of the charter;
- Adopting the roles of human resource managers in the Charter into organizational norms;
- Creating a network or forums among the human resource managers to share experiences, address the challenges and rectify errors;
- Developing human resource competencies to promote professionalism and implement the Charter;
- Giving the right place for human resource managers in their respective organizations both in decision making and structure of the organizations;
- Making human resource as strategic partner to the top management and other departments in the organization;
- Assessing and identifying the opportunity available in the country and integrating them;
- Introducing the charter into school curriculum to promote professionalism;
- The Charter should not be a one time action rather it must be a continuous action;
- Creating harmony between the Charter and other previous character, policies, rules and regulation in the country;
- Creating awareness through the media;
- Integrating the Charter in higher learning institutions curriculum and specifically for human resource management and public administration students.

Group IV: Professionalism in the Delivery of Specific Services-Focus on Health Services in Ethiopia

81. This group addressed both the challenges and strategies to promote the delivery of health services in Ethiopia. Challenges of the services according to the group are:

- Health practitioners have little knowledge of human resource management though they assume human resource management work. A survey in Ethiopia indicated that 71 percent of the health officers handle human resource related work in the health sector. As a result, lack of proper administration of human resource absenteeism from work is very high;
- High Staff turnover because of high demand for health workers;

- Low remunerations in the public sector and lack of incentives both financial and non-financial;
- Internal conflicts and lack of team spirit among staffs;
- Shortage of health officer because of lack of facilities.

82. Some of the strategies commended by the group are:

- Assigning professional human resource managers that manage the health specialist;
- Arranging flexible time for the health doctors to run their private business;
- Arrange better payments to motivate the health professionals;
- Ensure strong human resource system and thereby enforce the duties and responsibilities of the staffs to reduce absenteeism and internal conflict;
- Developing well coordinated report system;
- Developing facilities for the health officer.

Working Group Reports and Discussions in Plenary

83. During the plenary discussions of the group reports, participants raised the following key issues:

- Need for strong human resource management system to succeed in the health sector.
- The issue of better remuneration of public servants need to be addressed further;
- People can also part-take in the monitoring and evaluation of the public servants. First by pointing out problems through complaint handling mechanism and second through developing forum for public discussions;
- The issue of developing accountability, know-how and incentives among public servants are crucial;
- Human resource managers can not succeed by themselves. This requires collective ownership efforts;
- The issue of mind-renewal or change is important and adequate strategies and motivating factors are required to be developed;
- The role of human resource managers in combating bribery and corruption should be emphasized;
- Politicians do have the mandate but there is need to differentiate the relationship between the technical public servants and the politician.

Day 3: Wednesday, 16 March 2011

Plenary Session 6: Panel discussion on “Facilitating and Inhibiting Factors and Strategic Actions”

84. This session was chaired by **Prof. Oladapo Afolabi**, Head of Service of the Federation, Federal Republic of Nigeria. Panel members were: **Dr. Faisal Issa**, Director, Public Service Management, Office of the President, Tanzania; and **Ms. Florence Wachira**, Director, Recruitment and Selection, Public Service Commission of Kenya.

85. Dr. Issa began his presentation outlining the ways in which Human Resource Professionals can improve service quality and consequently create satisfied staff and citizens. He indicated that the ethical conducts included in the Charter were essential for public

servants to follow while providing the services expected of them through creating conducive work environment and outlining basic rights of the civil servants.

86. The presenter shared the Tanzania's experience of public service reform programs explaining how basic goals, principles and directions have synchronized with the African Charter of the public service. Outcomes of the Public Service Reform Program in Tanzania include: improvement of internal service quality through establishing system of service delivery, ensuring adequate staff level, robust recruitment, selection and development of staff; employee satisfaction, productivity and retention; service value, innovation and creativity through efficient and effective use of HR, reducing bureaucracy, introduction of ICT. Tanzania's reforms have also led to; long continuity of governance, commitment to leadership, continuing support by partners, adoption and change, capacity building initiatives, establishment of systems of monitoring and evaluation. The presenter also noted increasing demands from the public for quality services, egalitarian perspective on pay, leadership capacity, and dependence on external finance as some of the challenges being faced by the Tanzanian public sector. Finally he concluded by agreeing with previous presenters for the need to develop a robust HR framework in order to ensure effective implementation of the Charter.

Factors Facilitating the HR managers in their role in implementing the Charter (Ms. Florence Wachira)

87. In her presentation, Ms. Wachira identified the following facilitating factor for implementation of the Charter for HR managers: Strategic positioning of HR, transformation leadership, and continuous professional development. She indicated other factors that could inhibit the implementation of the Charter. These included: traditional practices which prevent productive decision making and hinders good practice, lack of visibility of HR due to lack of appropriate skills and information, inconsistencies between traditional and best practices, incompatibility between stakeholders expectations and the role of HR managers, lack of alignment between national priorities and government policies, planning and budgeting, delivery expectations and implementation, and limited resources available at the disposal of HR managers. She stressed the fact that because of these inhibiting factors, HR managers continue to perform at disappointing levels. The presenter stressed the need to match rhetoric with action, decentralize policy making, modernize delivery of key HR services, effect paradigm shift in training and development to focus on changing mind sets, and enhance continuous research and development.

88. The presenter concluded that HR managers must strive to be professional and implement the Charter through strategic leadership. At the end of her presentation, Ms. Wachira raised the following issues that needed some further thoughts from the participants:

- Mindset of public servants was a pertinent issue which tends to hinder progress. The mindset that hinders progress are mostly external and imposed by others, those must be eradicated. Civil servants need to understand that change starts with them; they need to be the change they want to see.
- The public sector should learn from and embrace best practice in the private sector particularly on generating profit.

- Trust in the public service has waned; HR managers need to restore this trust and this can be done primarily by providing improved, quality public services, and sharing information. Moreover, HR managers need to be confident in their roles and the work they do.
- HR managers have to take into account not only those who learn fast, but also those who are slow to learn new methods need to be accommodated and not just simply transferring them to other positions.

89. During the discussions that followed the presentation, participants indicated that very few countries in Africa have been able to measure performance at individual level. Participants stressed the fact that this workshop was organized in such a way that African Public Service Problems could be resolved by Africans, who must think and search for solutions from within. When applicable, ideas and approaches can be adopted from other continents further on down the line but initially they need to be sought from within Africa. The participants further indicated that African organizations need to be strategically directed in order for HR managers to perform efficiently, since strategic HR management alone can do little in organizations which are not strategically led.

90. It was generally agreed that the main objective of HR managers in the public sector is to deal with the national development vision and mission. In the case of Africa, the most important vision is to eradicate poverty and backwardness and ensure sustainable development. The national vision of eradication of poverty and backwardness has to be cascaded all the way down to the individual level and it has to be translated into goals and objectives that can be acted upon and measured. Participants were of the view that diversity issues needed to be addressed as an opportunity to propose efficient and effective ways of doing things and ensure fairness in the sharing of the fruits of development without compromising the issues of competence and quality of service.

Plenary Session 7: Linkage, Collaboration, partnership and networking to promote professionalism and the implementation of the African Charter on the Values and principles of African Public Service and Administration.

91. The panel was chaired by **Mr. Mashwahle J. Diphofa**, Director-General, Public Service Commission of South Africa. It comprised the following panelists: **Dr. Abdalla Hamdok**, Director of the Governance and Public Administration Division of the UN Economic Commission for Africa (UNECA); **Mr. Ken Ohashi**, Country Director for Ethiopia, World Bank; **Mr. Neil Reichenberg**, Executive Director of the International Public Management Association for Human Resources; **Prof. Gelase Mutahaba**, Department of Political Science and Public Administration of the University of Dar es Salaam (ACBFC); **Dr. Simon Mamosi Lelo**, Director-General of CAFRAD; Mr. Brian Kagoro and **Dr. Hailmichael Abera**.

92. **Mr. Hamdok** began his presentation by emphasizing the importance of partnerships and collaborations, particularly in an environment where resources (both human and financial) were meager and dwindling. Partnerships would allow for multiplication of work and the sharing of best practices. He indicated that the Charter itself is a product of collaboration and cooperation and its ratification, adoption and implementation also required

the same cooperation and networking. The presenter underlined the way ECA has worked for several years as a central body on recommendations, providing technical and analytical support relating to the Charter, as Commission's commitment to improving public services. Mr. Hamdok reiterated ECA's commitments to continue helping both member States and the AU with processes relating to the Charter and carrying out a number of studies which would help improve public service in Africa. In conclusion, Mr. Hamdok reiterated the fact that improving the public service in Africa is a work in progress and as such, everyone had a roll to play particularly with respect to rolling out the Charter and transcending it from a document to a living public service.

93. Mr. Ken Ohashi identified the use of partnership in terms of strengthening cooperation and mobilizing the necessary resources. The public service in Africa is not as it should be. There is a lot of political interference, which makes it difficult to provide the required public services. The presenter urged Political leaders to commit themselves in bringing about fundamental changes, without which the implementation of the Charter will be difficult. He noted that today, the general public, more than any other time in history, is demanding quality services from the public offices. Yet, in most African countries there is a lack of confidence and trust in meeting these ever increasing demands of the citizens. Mr. Ohashi further urged countries to create social consensus to influence the political leaders and to make appropriate decisions to provide public services in a manner that is in harmony with the stipulations included in the Charter. Coming to the issue of networking and partnership, he indicated that political leaders have to establish cooperation and network with civic societies and encourage common and shared vision.

94. Mr. Neil Reichenberg informed the participants that the primary aim of his association, the International Public Management Association for Human resources, is to provide information on HR issues to members. The association involves a society of experts in public offices who collect the best practices and develop capacities and professionalism in the area. The presenter encouraged those involved in the HR to develop their networks and to involve those who have a stake in the work of public servants and knowledge accumulation. Active participation, he noted, was key to develop and improve.

95. Mr. Mashwale J Diphofa The Speaker identified the following points in implementing the Charter: proper use of IT and websites in the sharing of best practices, document best experiences even if they didn't meet academic standards but describe what was on the ground, use platforms and associations without restricting with HR professionals but also with other relevant parts that are cross cutting, and ensure active participation in the associations by playing our parts sufficiently.

96. Prof. Gelase Mutahaba He said that there are three actors – Universities, Governments, and Management Development Institutions – which should network together to produce HR professionals; universities should produce conceptual people, not focusing on skills but knowledge of HR; Governments should take on these often young enthused graduated and harness their knowledge through coaching and mentoring so that they can become practical. Management Development Institutions should bridge the gap between expectations and performance with appropriate trainings and developments so that individuals can make the transition to becoming practitioners. We have to create an appropriate network among these three levels in order to ensure quality service for the public.

97. Dr. Simon Mamosi Lelo He highlighted the need to promote cooperation in the implementation of the Charter. The Charter allowed the continent to move beyond how HR

typically functioned on a day-to-day basis and adopt a progressive, strategic approach. The speaker promised that his association, CAFRAD, was available to work with others in the implementation of the Charter.

98. Brian Kagoro Mr Kagoro started by stating the UNDP will working to support any collaboration and network in the implementation of the Charter through technical support. He identified specific areas for making collaboration to generate ideas, establish a system of monitoring and evaluation and to share experiences and best practices. He also urged member states to use websites to effectively network and share information for instance. He concluded by citing that knowledge was more pronounced through network and through cross pollination of ideas through the network. Network with other systems that had relevant importance to the works of HR like anti corruption, economic planning, local development and others needed to be developed.

99. Dr. Hailmichael Abera He discussed the issue of the big picture for African Nations and the need for this to be at the core of public service work and while building and establishing networks. This big picture was about eradicating poverty and backwardness and ensuring development of sustainable economic development. He also emphasized that the associations and Management Development Institutions must work together to avoid duplication of efforts and work. He noted that dialogue was crucial between the two to develop the necessary and appropriate experiences so as to ensure the implementation and realization of the above-mentioned big picture.

100. In the discussions that followed the above presentations, participants raised the following issues:

- In terms of resource both UNDP and World Bank demonstrated to support the Charter. Especially World bank has focal points for each country on public sector developments;
- The distributed Charter is a daft one and when it is approved it will come with the name Charter;
- Developing synergy among civil servants, human resource managers and civil societies as well as higher educations will help for effective implementation of the charter. Establishing networking between the internal client, public sector and the external client, the private sector, is highly commended for effective implementation of the charter. The network will help to minimize the challenges African countries are facing. Moreover, civil society organizations should come up with a board in implementing the charter as they are capable of providing services to the community;
- Governments should support implementation of the Charter and organizations like AU and ECA should able to influence governments to implement it. African Governments should show readiness to ratify and domesticate the Charter through assessing the level of capacity they have like the legal frameworks they have prior to implementing the charter and their administrative capacity;
- Regional research teams should able to play big role in recommending or showing direction on how the proposed activities in the charter are going to be implemented by

developing implementation plan to enhance effective implementation. Moreover user friendly guideline is required on how to implement the charter;

- Complete package such as technical capacity, political support, performance management system and monitoring and evaluation system, needs to be in place for ratifying and domesticating the charter. A body with technical capacity and political support can come up on identifying packages of tools or methods to implement the charter rather than mere ratifications;
- Creating partnership with different stakeholders enhances implementation of the charter;
- The problem of access to Electronic resources is mentioned as a big challenge;
- Higher political leaders or ministries have no time to go through the whole documents provided in this workshop, so it would be good to share practical experiences from countries who have already started implementing the charter specially with regard to performance management;
- The charter should be translated to other UN languages so that countries who are not French or English speakers can also understand and start implementing the charter;
- As HR managers the main lessons we learned from this workshop is to provide training to public sector, assess the level of preparedness of countries before they start implementing the charter and discuss with country ministries on how to develop effective performance management and expand networks to share experiences to and from other countries. As HR managers also it is expected to narrow the gap in capacity and communication through mentoring, induction, and monitoring as well as performance appraisal. Advocacy and informal ways of communication will help to narrow the existing gap between political leaders and HR managers. Furthermore, technical people should come on board and give explanations for different actors prior to and during implementation of the Charter;
- Ways need to develop to integrate and coordinate the various proposals made to implement the public service charter;
- HR is expected to implement the charter but it should be backed up by political commitment such as allocating adequate resources and recruiting competent persons, as the recruitment system in most African countries is more of political delegation rather than competition based, which is a barrier to promote professionalism;
- Establishing partnership with the western countries in researching and sharing experiences will contribute for implementing the charter;
- Enhancing e-learning and internet services will support for better public service delivery and implementation of the charter;

- Networking with best performing African countries is important to draw lessons. UNDESA also encourages such kind of experience sharing. Zambia and Kenya are cited as good public sector performers. For instance, the principles that are enshrined in the Charter found in Zambia's public sector principles and the government is working on human resource developments. Nigeria is also giving e-learning to its public servants. The public sector is also computerized to deliver service fast, there is also a camera that controls the activities of public worker during working hours;
- Networking all institutions that are working on public sector and human resource management in Africa is crucial. On the issue of creating networking there will be an explanation on Friday;
- Transforming HR to add values, which is a continuous process is crucial in Africa;
- Tertiary institutions need to integrate practical knowledge after teaching the conceptual knowledge;
- The gap between top management and human resource managers must be bridged to implement the Charters effectively;
- The public sector in Africa is highly influenced by the politician especially in the recruitment. This activities need to be improved to promote professionalism in Africa;
- Ghost workers still exist in African public service and are cited as a weak link to human resource management in Africa;
- Resource as a constraint in some African countries is cited especially in the rural areas. To develop a competent human resource the issue of resource and political will need to be addressed;
- Engagement of the public in discussions, incorporating ethics in educational curriculums both at elementary, secondary and tertiary schools also contributes to better HRM and public services;
- To strengthen the HRM network and enhance sharing of information, participants of the workshop were all encouraged to join the membership and work as advocates for it;
- ECA flagship reports such as the African Governance Report (AGR), Assessing Regional Integration in Africa (AREA) etc. were highlighted as a way to assess and show the existing situation/gaps in Africa in all sectors and such reports will contribute for the implementation of the Charter and development of effective HRM systems as well while UNDESA work on the issue of coordination. The above mentioned reports do have strong research methodology that helps to produce a scientific and rigorous reports in Africa;
- At the UNDESA there is designing websites to access documents and the documents are also translated into different languages;

- In relation to post conflict countries- UNDESA is willing to help these countries. There is also a latest book on the web in this issue and a toolkit is about to be published on how post conflict countries develop their public sector.

Day 4: Thursday, 17 March 2011

101. Day 4 was dedicated to a field visit to the Ethiopian Cotton Factory and other storical places around Addis Ababa. Day 4 was also dedicated to the drafting of the Report and Communiqué of the Workshop.

Day 5: Friday, 18 March 2011

Plenary Session 8: Panel Discussion on “Strengthening the African Public Sector Human Resource Managers’ Network” (APS-HRMnet).

102. This session was chaired by Mr. George Yambesi, Permanent Secretary, Office of the President of Tanzania and Oresident if APS-HRMnet. The panel consisted of: Dr. John-Mary Kauzy, Chief of Public Administration Capacity Branch, Division of Public Administration and Development Management, UNDESA Mr. Neil Reichenberg, Executive Director of the International Public Management Association for Human Resources, Prof. Said Adejumobi, Chief, Public Administration Section and Coordinator, African Governance Report (AGR), Governance and Public Administration Division (GPAD), UNECA, Mr. Agufana Votega Obed, Senior HR Officer for the Africa Region, World Bank, United States of America; Mr Brian Kagoro, African Governance and Public Administration Programme, UNDP Regional Centre, South Africa; Dr. Mamadou Dia, Head of Division, Democracy, Governance, Human rights and Elections; Dr. Hailemicheal Abera, President of the Ethiopian Civil Service College and Representative of AMDIN.

103. The floor was opened by one of the participants, John Lavelle, who shared some observations he had made over last few days from presentations and discussions made during the workshop. The participants commented on the wealth of wisdom and knowledge amongst the participants of the workshop and encouraged that they should not be too self-critical. One critique the participant made was the reliance on pure text book statements and what appeared to be summarizations of consultant talk during the presentations over the course of the workshop. The participants also highlighted that there was a lack of information concerning application and lessons learnt. The participant went on to suggest that it was important to show both the benefits and risks involved in work carried out by HR and that this would add more value and credibility to the their work wanting ministers for instance to buy into it. Finally, the participant underscored the excess time and resources spent on perfecting thinking and planning on the continent when it would be better to implement and learn from mistakes. In short, there was a need to accept mistakes would be made but this would be a way to learn and improve going forward.

104. Dr John Mary Kauzya started by saying the network must succeed; failure should not be an option. There have been so many externally driven initiatives in Africa and when the external is removed the initiative dies. Africans, he urged, must be in the driving seat;

they may ask for advice and even for a push, but must assume leadership position in order to keep the momentum going. UNDESA, he said would play the role as a catalyst.

105. The Civil Service he noted was in the hands of those who managed human resources and UNDESA would continue to act as a catalyst as long as the network continued to flourish.

106. **Mr. Neil Reichenberg, Executive Director of the International Public management Association for Human Resources**, commented that it was an ambitious undertaking to establish a continent wide initiative such as the African Charter for Public Services, and that it is a pleasure to support and work with the Network in carrying out this initiative. He expressed the need for people to join the network so it would have the resources to develop programmes and activities which would add value to their respective organizations. The value of membership, he underscored, was intangible. There was a need to recognize the importance of one's profession and the need to keep developing skills and knowledge, which the membership with the Association could provide.

107. **Prof. Said Adejumo** opened his presentation with the thought provoking question; what will the network look like in 3 years time when UNDESA withdraws its support?; the post-UNDESA era. There is a need to consider three things concerning how the network will proceed following that; how do we institutionalize the network; how do we make it relevant to its members and carry out useful activities making it attractive to members and credible; and funding.

108. To institutionalize the network there were two options; one would be to create national branches of the network and so have national bases. Alternatively, it could be membership based in the sense that people could subscribe on an individual level. There is a need to define the network as a professional one in order to mitigate the risk of appearing the same and therefore as competition to Public Service Associations. In regards to funding, the Professor suggested that being and appearing professional would alleviate this issue. He also highlighted that since the network was made up of high profile people, they had a powerful advantage and so could leverage their influence for their respective governments to support it. At the continental level, he mentioned a research council being set up by the AU which the network could tap into. The Professor also suggested, acquiring support from existing (parent) institutions such as APAM, CAFRED. Finally, on the relevance of the network he remarked that it was important for the network to have a good sell, for programmes and activities to appeal to and be relevant to member. Capacity building should also move to the national level. He concluded by saying that it is important to partner and collaborate with others, that there was no need to create the wheel.

109. **Mr Agufana Votega Obed, Senior HR Officer for the African Region, World Bank, United States of America**, began by saying people must know you stand for the people agenda; you must be known and seen by those receiving your services to be doing the right thing. He also emphasized the need to overcome fear of failure and of sharing failure experiences; that is the only way to move forward and help network. Showing what went wrong so others can avoid pitfalls and do better next time. It is essential to raise awareness of what we do in order to create better understanding, rather than just accepting people do not know and understand work of HR. Moreover, he suggested it is important to asses where you are before moving to the next level.

110. **Mr Brian Kagoro** began by suggesting 5 ways to strengthen the network; leadership management and capacity was one such issue. Leaders build after their own kind. Mr Kagoro

also remarked on the amount of literature that can be found on change, yet there is little available on stagnation, which often tends to be the threat. It is not change that threatens us today, rather stagnation as far as our development is concerned. The speaker also emphasized the huge ethical vacuum in the African public sector.

111. He advised on the need to broaden our network beyond the public sector, with HR professionals from other sectors. This could enable many linkages and show many similarities. He went on to urge participants of the workshop to record and showcase their stories and experiences in order to be more effective. This can be done in creative ways other than writing a book or text, on social networking sites for instance such as facebook and twitter. Communication capacity needs to be built on.

112. Dr. Hailemichael Abera suggested that the African HR network should cooperate and collaborate with the African Union and African Peer Review Mechanism.

Key issues were raised from the participants

- Building a network is in the vision of the network itself;
- Members need to be fully engaged in the network and their interests, and needs must be addressed and met;
- Members must also contribute to the network for it to be effective;
- The network should take into account pertinent matters outside of HR which have real linkages with the overall development issues.
- By making membership possible on an individual as well as group(organizational) basis, the network will have access to a wider talent pool and so a wider perspective:
- Leadership at local levels is also important. There is a tendency to view leadership as top-down only. Leadership should be dynamic.

Plenary Session 9: Presentation of the updated APS-HRMnet website and the on-line training on human resource management (Almaz Atnaфу Woldekidane)

113. Ms. Almaz Atnaфу presented the updated website and the online training on human resources through practical presentation. She indicated how to enter the website, how to create account, and benefit by subscribing free HR courses.

114. Key issues raised by participants included:

- The website should be developed so that people can ask questions online and be provided with answers online;
- The method of presentation is text only. In the future, as if is acceptable, voice mode of discussion will be considered;

- The network has the benefit for organizing the African Public service matters in one website and hence it has an advantage of securing the experiences of many nations in one site.

Presentation on the Way Forward

115. The interim executive secretary of (APS-HRMnet) in presenting the way forward indicated that the network was established to respond to the realization of the need to modernize and professionalize the human resource management function in public service organizations as a means of achieving effective and efficient service delivery to citizens and the strategic goals and commitments of the Africans countries at the global, regional and national levels. The idea of establishing the network was originated in Cape Town, South Africa, in April 2007 by the participants who came from different African countries to attend the International Symposium of the International Public Management Association for Human Resources (IPMA-HR) and was supported by the representatives of the world Bank, United Nations Department for Economic and Social Affairs (UNDESA), and the International Civil Service Commissioners that were present at the meeting. With such support, the network was launched in less than two years after the idea was conceived in Arusha, Tanzania in February 2009.

116. The main objectives of the network are to promote excellence, integrity and professional standards; identify and share best HRM practices; advocate for strategic positioning of HRM; promote continuous learning; provide HRM tools, models, methods and data and support the implementation of the charter for public service in Africa. As indicated by her the achievements of the network are election of executive council; appointment of interim executive secretary; developed and adopted HRMnet constitution and registered the network in 2010 in Tanzania; opened a bank account in Stanbic Bank in Daressalam, Tanzania, with the title “APS-HRMnet” and account number “0240025925201”. It was mentioned that so far the account holds **US \$ 2250**; conducted two capacity building workshops, one in Arusha, Benin and the other one this year in Ethiopia; identification of focal point officers in various countries to coordinate the activities of the network in their respective countries, with some countries remaining to submit names of focal point officers; mobilization of membership: the network so far has 27 members who have paid membership and annual subscription fees; conducted two experts group meetings in which enabled cross country learning experiences; developed a network website with the help of UNDESA and developed an outline training programme that can be undertaken by anyone who is interested and this provision is currently free of charge.

117. The interim executive secretary also said currently, the network account holds two thousand two hundred fifty United States dollars (US \$ 2, 250) broken down as follows: membership fee 1, 350 \$ and Annual subscription 900 \$, the total amount is 2,250 \$. The interim executive secretary closed her speech by thanking those who devoted their time and other resources, to come and participate in this workshop and the support so far rendered to the network. Her special thanks go to Hon. Minister of the public service from Kenya, Uganda and Tanzania, UNDESA for its diligent financing of the network activities, Dr. John Mary Kauzya’s for his instrumental personal capacities, AAPAM executives for their help in the establishment of the network, and IPMA-HR for their guidance in the process of establishing the network by sharing experiences.

118. Taking the floor on the way forward Mr. George Yambesi, president of APS-HRMnet, proposed the main points for the way forward of the network for discussion as follows: Mobilization of individual and institutional members through the work of focal point persons for each country; start to plan for another capacity building workshop in 2012, as it is vital for the network; collaborate with the international public administration management association for human resources (IPMA-HR) on the possibility of an international symposium and as a continuation of capacity building activities for members and the network; filling of the post of vice president for North Africa which is yet vacant; working with UNDESA on the coordination and integration of the implementation of the action plan on linkages, collaboration, partnership and networking to professionalism and the implementation of the public service Charter for Africa. Moreover, collaborations in the planning and implementation of study visit on good practices planned for 2011 and documentation of the outputs from the three capacity building workshops into a book; mobilization of resources including funds to support the activities of the network.

119. The Network would continue to solicit support to enhance its capacity to fulfill its mandate. Support is particularly being sought in the following areas: assistance with funding of the various network activities, popularizing the network, identification and support of focal persons in all member countries and member countries being available to host capacity building workshops, and support for the implementation of the agreed network actions; exploration of the possibility for a country or funding agency which can pay for or second or attach a government official to work as the executive secretary and continue paying the official the requisite remuneration, until the time the network is able to support the position; ensuring public service reforms in our countries effectively address the issue of promoting professionalism in the public service; strengthening and enhancing the capacity of institutions and organizations responsible for managing human resources and regulatory authorities; foster linkages between the network and human resources oversight institutions; enhance the capacity of management training institutes and relate their learning and teaching packages to the promotion of professionalism in the public sector.

120. Key issues raised and recommendations on the way forward included:

- The ability to pay the membership fee was raised as an issue that some civil servants are unable to afford the fee and hence, the need to reconsider it was raised. However, it was finally concluded that in order to strengthen the network and become autonomous in fulfilling its objectives, the already set figure was considered as the minimum contribution;
- The issue of corporate membership Vs individual membership was raised and it was suggested that the network allows both membership types;
- The amount specified as “registration fee” is not put in the registration form;
- The network can develop an institutional CV putting together the capacity of members;
- The HRMnet should be able to work on social marketing aspect to invite more members and for funding;

- It was suggested that the network could consider different levels of membership like diamond, gold, intermediate with varying benefits;
- The network also considered veto power members;
- UNDESA should continue to support the HRMnet for some time until the network is strengthened;
- Since the next workshop is not sponsored by the UNDESA, members need to come together and plan how they contribute to the workshop. Especially governments are required to sponsor their participants;
- Regarding fee- Registration fee is 50 \$, and annual fee is 50\$;
- The activities mentioned to meet the objectives of the network are very limited as capacities develop more activities are required to promote the objectives of the net;
- Preparing workshops would be based on the availability of resources and organizing training workshops now and then may not be worthy because of the cost it incurs. But it is possible to use other options to improve the capacities of members through e-learning, internet and e-mails to share materials and information.

IV. WORKSHOP COMMUNIQUÉ

121. At the end of the workshop a communiqué was issued. This communiqué is attached in Annex 1.

V. CLOSING OF THE WORKSHOP

122. Four closing remarks were made by Dr. John-Mary Kauzya, Mr. George Yambesi, Dr. Hailemicheal Abera, and Hon. Hawa A.Ghasia.

123. Dr. John-Mary Kauzya acknowledged the commitment participants made to attend and contribute valuable inputs for the success of the workshop. Acknowledged the Ethiopian government specifically to Federal Civil Service Ministry, Ethiopian Management Institute and Civil Service Collage for facilitating well organized workshop and extended his thanks to under secretary general of ECA, Abdoulie Janneh and colleagues in ECA/GPAD led by Abdalla Hamdok and Said Adejumobi for handling the workshop very well. Finally, he passed his message to African ministries that they continue their commitment to develop the continent.

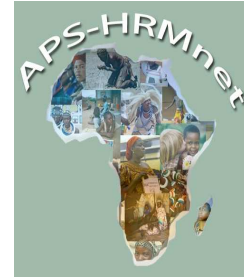
124. Mr. George Yambesi, president of APS-HRMnet, thanked participants for making the workshop fruitful and noting that they will play big role in enhancing their professionalism and strengthening the network. He underscored that the workshop extended the objectives of the network. He said that the CD distributed at the workshop will expand the participants work as human resource mangers. He mentioned a saying in Swahili that “a drop of water consistently fills a big tanker” meant the small contributions we made for the network will finally result in strengthening and capacitating it. He said that the workshop could not be materialized with out the assistance of UNDESA, UNECA and UNDP. He also extended his regards to Dr. Kauzya and

Alamz to support the network, and also other UN agencies, as well as AU and APAM. He also thanked other Public service ministers especially to the Democratic Republic of Ethiopia Federal Civil Service Minister, Juneydi Sado and to everyone who made this workshop fruitful. He urged all participants to continue their connection with the network and continue their effort.

125. The third speaker for the closing ceremony was Dr. Hailemichael Abera, president of the Ethiopian civil service college; he congratulated participants for the five days fruitful workshop remarking the workshop has contributed a lot in developing professionalism in Africa. He highlighted that APS-HRM training will highly contribute for the HR- public service reform that is being carried out in Ethiopia and promised that the Ethiopian civil service will have an institutional and individual membership to the network. He indicated that dialogue and linkages with the network helps to develop human resource management to new level in Africa.

126. Mrs. Hawa A. Ghasia, Minister of State, President's Office, Public Service Management of Tanzania, made the final closing speech. In her speech she stated that participants of the workshop should able to implement the recommendations of the workshop and the Charter when they go back home. She thanked Dr. Kauzya and also FDRE government for hosting this workshop through the ministry of Federal Civil Service lead by Mr. Juneydi Sado. She adjourned the workshop officially by wishing all the best to participants.

Annex 1: Workshop Communiqué



Strengthening Public Sector Human Resource Management Capacities in Africa

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

Addis Ababa, Ethiopia
14-18 March 2011

ANNEX 2: PROGRAMME

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

Addis Ababa, Ethiopia - 14-18 March 2011

PROGRAMME

Sunday 13 March 2011: Arrival and Registration of Participants

Day one: Monday 14 March 2011

8.00 - 9.00 Registration continued

Opening Ceremony:

9:00 Introduction by the Master of Ceremony

9:05 - 9:45 Opening remarks by:

- **Mr. Abdoulaie Janneh**, Executive Secretary of the UN Economic Commission for Africa (UNECA)
- **Mr. Eugene Owusu**, UN Resident Coordinator and Resident Representative of the United Nations Development Programme
- **H.E. Mrs. Julia Dolly Joiner**, Commissioner for Political Affairs, Africa Union Commission
- **Mr. Tlohang Sekhamane**, President of AAPAM
- Welcoming remark by **H.E. Mr. Juneydi Sado**, Minister of Civil Service of the Federal Democratic Republic of Ethiopia

9:45 - 10:00 Key note address by **Hon. Dalmas Otieno Anyango**, Minister of State for Public Service of Kenya, Prime Ministers' Office, and Chairperson of the 6th Pan African Conference of Ministers of Public Service

10:00 – 10:10 Vote of thanks by **Hon. Hawa A. Ghasia**, (MP) Minister of State in Charge of the Public Service Management, United Republic of Tanzania

10:10 - 10:40 Group Photo and Coffee Break

10:40 - 10:45 Presentation on the process of the workshop by **Dr. John-Mary Kauzya**

10:45 - 11:45 Ministerial panel on “Political Leadership in Promoting Professionalism in the Public Service and Implementing the African Charter on the Values and Principles of Public Service and the Administration”

Session one in Plenary:

Chairperson: **H.E. Mrs. Julia Dolly Joiner**, Commissioner for Political Affairs, Africa Union Commission

Panel: **Hon. Dalmas Otieno Anyango**, Minister of State, Prime Ministers' Office Public Service, and Chairperson of the 6th Pan African Conference of Ministers of Public Service, Kenya
Hon. Sezi Mbaguta Prisca, Matron of APS-HRMnet and Minister of State for Public Service of Uganda
Hon. Hawa A. Ghasia, Matron of the APS-HRMnet and Minister of State, President's Office, Public Service Management of Tanzania
H.E. Mr. Juneydi Sado, Minister of Civil Service of the Federal Democratic Republic of Ethiopia
Hon. Semano Sekatle, Minister of the Public Service of Lesotho
Mr. Tlohang Sekhamane, President of AAPAM

11:45 - 12:30 Plenary Discussion on "Political Leadership in Promoting Professionalism in the Public Service and Implementing the African Charter on the Values and Principles of Public Service and the Administration"

12:30 - 14.00 Lunch Break

14.00 - 15.00 Promoting and Strengthening Professionalism in the Public Service: A General Conceptual Overview

Session two in Plenary:

Chairperson: **Hon. Hawa A. Ghasia**, Matron of the APS-HRMnet and Minister of State, President's Office, Public Service Management of Tanzania

Panel: **Mr. John-Mary Kauzya**, Chief of Public Administration Capacity Branch, Division for Public Administration and Development Management, UNDESA
Mr. John Lavelle, Former Senior HR Strategy Advisor, The World Bank & Senior Associate, The Centennial Group, United States of America
Prof. Gelase Mutahaba, Department of Political Science and Public Administration of the University of Dar es Salaam (ACBFC)
Mr. Rupert Bladon, Senior Public Sector Specialist, World Bank Ethiopia Country Office

15:00 - 16:00 Plenary Discussion on "Promoting and Strengthening Professionalism in the Public Service: A General Conceptual Overview"

16:00 - 16:30 Coffee / Tea Break

16:30 - 17:30 Panel Discussion on “Promoting and Strengthening Professionalism in the Public Service: The African Context and Perspective”

Session three in Plenary:

Chairperson: **H.E. Mr. Juneydi Sado**, Minister of the Civil Service of the Federal Republic of Ethiopia

Panel: **Mr. Adebabay Abay Gebrekidan**, Acting Director of Top Management & Human Resource Development Reform Program of the Ministry of Civil Service of Ethiopia
Mr. Atkilit Hagos Baraki, Lecturer and Director, Centre for Public Policy Studies, Ethiopian Civil Service College, Ethiopia
Dr. Tesfaye Debela, Lecturer at the Ethiopian Civil Service College, Ethiopia
Dr. Tunji Olaopa, Permanent Secretary, Career Management Office, Office of the Head of Service, Abuja, Nigeria, and **Dr. Simon Mamosi Lelo**, Director-General of CAFRAD.

17:30 - 18:00 Plenary Discussion on “Promoting and Strengthening Professionalism in the Public Service: The African Context and Perspective”

Expected output of day one:

- A general introduction on the concepts, issues and the necessity related to promoting professionalism in the public service
- Some elements of how contextual aspects, in terms of socio-politico-economic life in Africa, impacts on professionalism
- Some proposals, in a general way, on how professionalism can be improved in Africa

Day two: Tuesday 15 March 2011

9:00 - 10:00 Challenges and Strategies for Effective Implementation of the African Charter on the Values and Principles of Public Service and the Administration

Session four in Plenary:

Chairperson: **Hon. Dalmas Otieno Anyango**, Minister of State for Public Service of Kenya, Prime Ministers’ Office, and Chairperson of the 6th Pan African Conference of Ministers of Public Service

Panel: **Mr. Alfred Tjirorua Tjihambuma**, Deputy Director: Efficiency and Charter Unit, Office of the Prime Minister of Namibia
Mr. Brian Kagoro, African Governance and Public Administration Programme, UNDP Regional Centre, South Africa, and **AU Commission Representative**

10:00 - 10:30 Coffee/Tea Break

10:30 - 11:30 Plenary Discussion on “Challenges and Strategies for Effective Implementation of the African Charter on the Values and Principles of Public Service and the Administration”

11:30 - 12:30 The role of human resource managers in the promotion of professionalism in the public service and in implementing the African Charter on the Values and Principles of Public Service and the Administration

Session five in Plenary:

Chairperson: **Hon. Sezi Mbaguta Prisca**, Matron of APS-HRMnet and Minister of State for Public Service of Uganda

Panel: **Mr. Mashwahle J. Diphofa**, Director-General, Public Service Commission of South Africa
Ms. Florence Wachira, Director, Recruitment and Selection, Public Service Commission of Kenya
Mr. Maurice Limbaya Kasonga, Chief of Human Resource Unit, Ministry of Public Service of the Democratic Republic of Congo
Ms. Stella Mugabo Ford, Executive Secretary, Public Sector Capacity Building Secretariat of Rwanda

12:30 - 14:00 Lunch Break

14:00 - 15:00 Plenary discussion

15:00 - 15:30 Coffee break

15:30 - 16:30 Working Group sessions on:

1. Promoting and Strengthening Professionalism in the Public Service
2. Challenges and Strategies for Effective Implementation of the African Charter on the Values and Principles of Public Service and the Administration
3. The Role of Human Resource Managers in the Promotion of Professionalism in the Public Service and in Implementing the African Charter on the Values and Principles of Public Service and the Administration at National Level

16.30 - 17:30 Group reports and discussion of the reports in plenary

Expected outputs of day two:

- More focused on Africa: Understanding of the African Charter on the Values and Principles of Public Service and the Administration, the process it has undergone in its adoption, the progress in its implementation.
- Challenges placed in implementing and how they can be addressed to speed up its implementation
- To what extent can the implementation of the Charter to improve professionalism and how can human resource managers take the lead in its implementation

Day three: Wednesday 16 March 2011

9:00 - 10:00 Panel discussion on “Facilitating and Inhibiting Factors and Strategic Actions”

Session six in Plenary:

Chairperson: **Prof. Oladapo Afolabi**, Head of Service of the Federation, Federal Republic of Nigeria.

Panel: **Ms. Adah Muwanga**, Director of Human Resource Management, Ministry of Public Service of Uganda & Executive Secretary of APS-HRMnet
Mr. Djamen Yves, Cameroon, **Mr. Faisal Issa**, Director, Public Service Management, Office of the President's of Tanzania

10:00 - 10:30 Coffee Break

10:30 - 11:30 Discussion in plenary on “Facilitating and Inhibiting Factors and Strategic Actions”

11:30 - 12:30 Panel on Linkages, collaboration, partnership and networking to promote professionalism and the implementation of the African Charter on the Values and Principles of Public Service and the Administration

Session seven in Plenary:

Chairperson: **Mr. Mashwahle J. Diphofa**, Director-General, Public Service Commission of South Africa

Panelists: **Dr. Abdalla Hamdok**, Director of the Governance and Public Administration Division of the UN Economic Commission for Africa (UNECA)
Dr. John-Mary Kauzya, Chief, Public Administration Capacity Branch, Division for Public Administration and Development Management, UNDESA
Mr. Ken Ohashi, Country Director for Ethiopia, World Bank
Mr. Neil Reichenberg, Executive Director of the International Public Management Association for Human Resources
Mr. Mashwahle J. Diphofa, Director-General, Public Service Commission of South Africa
Prof. Gelase Mutahaba, Department of Political Science and Public Administration of the University of Dar es Salaam (ACBFC)
Dr. Simon Mamosi Lelo, Director-General of CAFRAD
UNDP
African Union
Representative of AMDIN

12:30 - 14:00 Lunch Break

- 14:00 - 16:00 Discussion on linkages, collaboration, partnership and networking to promote professionalism and the implementation of the African Charter on the Values and Principles of Public Service and the Administration
- 16:00 - 16:30 Coffee/Tea Break
- 16:30 - 17:30 Discussion on Linkages, collaboration, partnership and networking to promote professionalism and the implementation of the African Charter on the Values and Principles of Public Service and the Administration

Expected output of day three:

- Deep understanding of factors that facilitate professionalism and the factors that inhibit it in the public service in Africa
- Some proposals on how the facilitating factors can be harnessed and how the inhibiting factors can be minimized and/or addressed.

Day Four: Thursday 17 March 2011

Excursion to be confirmed by the Government of Ethiopia (Preparing reports)

Day Five: Friday, 18 March 2011

- 9:00 - 10:00 Panel Discussion on “Strengthening the Africa Public Sector Human Resource Managers’ Network” (APS-HRMnet)

Session eight in Plenary:

Chairperson: **Mr. George Yambesi**, Permanent Secretary, Office of the President of Tanzania & President of APS-HRMnet

Panel: **Dr. John-Mary Kauzya**, Chief of Public Administration Capacity Branch, Division for Public Administration and Development Management, UNDESA
Mr. Neil Reichenberg, Executive Director of the International Public Management Association for Human Resources
Prof. Said Adejumobi, Chief, Public Administration Section & Coordinator, African Governance Report (AGR), Governance and Public Administration Division (GPAD), UNECA,
Mr. Agufana Votega Obed, Senior HR Officer for the Africa Region, World Bank, United States of America
UNDP, and African Union, Representative of AMDIN

- 10:00 - 10:30 Discussion in plenary on “Strengthening the Africa Public Sector Human Resource Managers’ Network” (APS-HRMnet)
- 10:30 - 11:00 Coffee/Tea Break
- 11:00 - 11:15 Presentation of the updated APS-HRMnet website and the on-line training on human resource management by **Ms. Almaz Atnafu Woldekidane** followed with questions and answers
- 11:15 - 12:30 Question and Answer session on the website and on the on-line training
- 12:30 - 14:00 Lunch Break

- 14:00 - 14:15 Presentation on the Way Forward by **Mr. George Yambesi**, President of APS-HRMnet
- 14:15 - 15:30 Discussion on the way forward
- 15:30 - 16:00 Coffee Break
- 16:00 – 17:00 Adoption of report
- 17:00 – 17:30 Closing Ceremony

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

Addis Ababa, Ethiopia - 14-18 March 2011

ANNEX 3: LIST OF PARTICIPANTS
List of Participants

BENIN

1. Mr. Amidou Adamou
Ministry of Public Service Reform
Director de Cabinet du Ministre de la Reforme Administrative et Institution Muelle
Tel: +229 21308014
Cell: +22997075511
E-mail: amidoudrh@yahoo.fr

BOTSWANA

2. Ms. Kgopodiso Mosinki
Embassy of Botswana
Counselor
Tel: 251 113745422/3
Cell: +251 911 507623
E-mail: Kmosinki@gov.bw

BURUNDI

3. Leonard Kayobera
Ministre de la Foncton Publique, Du Travail ET de la securite Sociale
Chef of Client
Tel: 257 22221448
Cell: 257 78732509
Fax: 257 22244561
E-mail: leokayabera@yahoo.fr
4. Mr. Fulgehce Misago
Burundi Embassy
1st conseiller
Tel: 0910975711
5. Ms. Eplphanie Kabushemeye-Mtamwaha
Burundi Embassy
Ambassador
Cell: 0911208857

COTE DIVOIRE

6. Mr. Toussaint Gbi
Embassy of Cote D'Ivoire
Counselor
Tel: 251-11 515 98 66
Cell: 251 0911 88 89 82
Fax: 251 11 515 98 67
Email: toussinclair@yahoo.fr

COMORES

7. Mohamed Jaffar Abbas
Secretary General
Ministère de la Fonction Publique, des Reformes Administratives
Tel: 00(269)3330563
E-mail: Jaffarabbas9@hotmail.com

DJIBUTI

8. Mr. Hassan Ibrahim Osman
Director de L' Administration Publique
Director
Cell: (253) 839233
Fax: (253) 352703
E-mail: hassanhibraim1@hotmail.fr

EQUMR.RIAL GUINEA

9. Amparo Melec Colifa
Government
Secretary of State For Public Administration
Cell: 222275925

ETHIOPIA

10. Mr. Zegey Yemanebirhan
Commissioner
Civil Service Agency of Addis Ababa
Addis Ababa, Ethiopia
Cell: (251) 0911142155
e-mail: zegyemanebirhan@gmail.com
11. Mr. Hailamriam Alemseged
General Manager
Addis Ababa Urban management Institute
Addis Ababa, Ethiopia
Cell: (251) 0911677618
P.O.Box: 469
e-mail: deg11abond@yahoo.com
12. Mr. Bekele Wotet
Expert
Amhara National Regional Civil Service Commission
Bahirdar, Ethiopia
Cell: (251) 0918719482
e-mail: bekaluboy@yahoo.com

13. Mr. Addisu Monjero
Senior Expert
Quality & Effectiveness Directorate
Ministry of Civil Service
Addis Ababa, Ethiopia
Cell: (251) 0911850688
e-mail: getaddisum@gmail.com
14. Mr. Desta Takele
Lecturer
DebreBirhan University
Debre Birhan, Ethiopia
Cell: 0912168475
P.O.Box 445
e-mail: dbabushe@yahoo.com
15. Mr. Berhanu Endeshaw
Lecturer
Management
Debre Berhan University
Debre Berhan, Ethiopia
Cell: (251) 0920930692
P.O.Box 24
e-mail: berhanu.endeshaw@yahoo.com
16. Mr. Habtamu Masresha
Instructor
HRM and Leadership
Oromia Public Service Collage
Zeway, Ethiopia
Tel : (251) 0464413897
Cell : (251) 0910732263
Fax : (251) 0464412188
e-mail : Habte2008@yahoo.com
17. Mr. Misganaw Gishen
Management Development Consultant
Management Development Core process
Amhara Management Institute
BahirDar, Ethiopia
Cell : (251) 0918766287
P.O.Box : 1217
e-mail : mgishen@gmail.com, misganaw.gishen@yahoo.com
18. Mr. Hiwotie Walelign
Management Development Consultant
Amhara Management Institute
Bahirdar, Ethiopia
Cell : (251)918745675
Fax : (251) 582262391
e-mail : hiwotiew@yahoo.com
19. Mr. TayeWoldegebriel
Head Human Resource Process Owner
Geologica Survey
Human Resource Department
Addis Ababa, Ethiopia
Tel : (251) 0116463324
Cell : (251) 0911472635
P.O.box: 2302
e-mail: tayewoldegebriel@yahoo.com

20. Ms. Etetu Atersaw
Human Resource Development & Management Directorate Dir.
Human Resource Development & Management Directorate
Federal Auditor General
Addis Ababa, Ethiopia
Cell: (251) 0911372028
e-mail: etetua30@yahoo.com
21. Mr. Zeru Sumur
Deputy Head of Capacity Building
Capacity Building Bureau
Addis Ababa, Ethiopia
Cell: (251) 0912020060
Fax: (251)0111579070
e-mail: zerusumur2004@yahoo.com
22. Mr. Siyum Sime
Driver
Ministry of Civil Service
Addis Ababa, Ethiopia
Tel : (251) 0911317314
23. Mr. Tilahun Gabre
Transport Officier
Ministry of Civil Service
Addis Ababa, Ethiopia
Cell : (251) 0913383013
24. Mr. Berihun Yehdego
Department Head, H.R.M
Ministry of Civil Service
Addis Ababa Ethiopia
Cell : (251) 0911868364
25. Mr. Dejene Muluneh
Head of Human Resource, Finance, Procurement and
Property Management Department
Ethiopian Horticultural Development Agency
Addis Ababa, Ethiopia
Cell: (251) 0911120962
e-mail: dejenegetramuluneh@yahoo.com
26. Mr. Mesganaw Admasu
Bureau Head
Capacity Building and Civil Service
Assosa, Ethiopia
27. Mr. Nigusie Tadesse
College Director
Oromia Public Service College
Zeway, Ethiopia
Tel: (2510) 0464412185
Cell: (251) 0911315577
Fax: (251) 0464412499
P.O.Box: 209
e-mail: nigusietadese@gmail.com

28. Mr. Solomon
Head, Office of Amhara Region
Office of Amhara Region
Bahir Dar, Ethiopia
Cell: (251) 0918340182
e-mail: szewdie2001@yahoo.com
29. Mr. Yemane Hailu
Deputy Bureau Head
Human Resource Management
Tigray Bureau of Civil Service
Mekelle, Tigray, Ethiopia
Cell: (251) 0914722472
Fax: (251) 0344402451
P.O.Box: 347
e-mail: yemane_hailu@yahoo.com
30. Mr. Solomon Aragaw
Human Resource Management Officer
HRM Directorate
C.N.V Protection Authority
Addis Ababa, Ethiopia
Cell: (251) 0912033564
31. Mr. Atakilt Hagos
Lecturer & Director, Center for Public Policy Studies
Ethiopian Civil Service College
Addis Ababa, Ethiopia
Cell: (251) 911460703
Fax: (251) 611463016
P.O.Box: 5648
e-mail: atahagos@yahoo.com
32. Mr. Mesfin Bereta
Human Resource Training & Development Expert
Human Resource Management
Ministry of Civil Service
Addis Ababa, Ethiopia
Tell: (251) 11239901
Cell: (251) 0913245853
e-mail: mesfin.bereta@yahoo.com
33. Ms. Tsige Tesfa
Consultant
Management Development Process
Ethiopian Management Institute
Addis Ababa, Ethiopia
Tel: (251) 0116453600
Cell: (251)0911347998
Fax: (251) 0116453611
P.O.Box: 51 C/o EMI
e-mail: tesfu_tsige@yahoo.com
34. Mr. Addis Girma
Human Resource Officer
Human Resource Department
SNNPR Management Institute
Hwassa, Ethiopia
Tel : (251) 046201882
Cell : (251)0912009290
e-mail : addisalem.Girma@yahoo.com

35. Mr. Mesfin Yilma
Human Resource Officer
Human Resource Development Supportive Process
Sport Commission
Addis Ababa, Ethiopia
Cell : (251) 0911361233
36. Mesfin Lemma
Assist.Professor
Development management, IPMDS
Ethiopian Civil Service Collage
Addis Ababa, Ethiopia
Tel : (251)116461032
Cell : (251)912156823
Fax : (251) 116463016
e-mail : mesfin138@yahoo.com
37. Mr. Ahmed Aliyi
Lecturer, Kelil and HR, Director
Management
MadaWelabu University
Robe, Ethiopia
Cell : (251)0912081364
e-mail : ayshu_1997@yahoo.com
38. Medina Hassen
Assistant lecturer
Management
Madawalabu University
Robe, Ethiopia
Cell: 0913409878
e-mail: hassen_medina@yahoo.com
39. Mr. Mulugeta Sitotaw
Principal Consultant
Addis Ababa Urban Management
Addis Ababa, Ethiopia
Tel: (251) 0111571936
Cell: (251)0913667466
P.O.Box: 100125
40. Mr. Eshetu Dersehe
Human Resource Management Supportive Leader
Human Resource Mgt. Supportive
A.A.City Labour & Social Affairs
Addis Ababa, Ethiopia
Tel: (251)011349572
Cell: (251) 0911743465
41. Mr. Yohannes Neda
Deputy Director and Lecturer
Institute of Public Management & Development Studies
Ethiopian Civil Service College
Addis Ababa, Ethiopia
Tel: (251)116463195
Cell: (251) 91168839
Fax: (251)116463016
P.O.Box: 34382
e-mail: yohannesneda@gmail.com

42. Mr. Teshome Biratu
Planning and Reporting Expert
Management Institute
Assosa, Ethiopia
Cell: (251) 0911968492
e-mail mangoassosa@yahoo.com
43. Mr. Luelseged Siraj
Human Resource Administration Officer
Human Resource
Addis Ababa City Labour & Social Affair
Addis Ababa, Ethiopia
Tel: (251)0111550244
Cell: (251)0912042859
e-mail: luelsegedsiraj@yahoo.com
44. Ms. Tigist G/Mariam
Human Resource Management Support Process Owner
Human Resource Management Support Process
SNNPRS Civil Service Bureau
Hawassa, Ethiopia
Cell: (251)0911706442
e-mail: tgz_2010@yahoo.com
45. Ms. Frehiwot Yibelo
Personnel Expert
Human Resource Directorate
Social Security Agency
Addis Ababa, Ethiopia
Cell: (251)0911978075
Fax: (251)0111232709
e-mail: frehiwotyibelo@yahoo.com
46. Mr. Tesfaye Robi
Communication Officer
Communication Affairs Core Process
Oromia Civil Service & Good Governance Bureau
Addis Ababa, Ethiopia
Cell: (251)913652530
e-mail: tesfu_2003@yahoo.com
47. Ms. Bogalech Etissa
Expert
HRP and Development Department
Oromia Civil Service Bureau
Addis Ababa, Ethiopia
Cell: 0910296874
48. Mr. Tegegne Mekonnen
HRD Senior Expert
HRD & Administration
Ministry of Education
Addis Ababa, Ethiopia
Cell: (251)0911695406
e-mail: tegegnmekonnen@yahoo.com
49. Mr. Mekonnen Tamiru
Incentive Analyst
Oromia Civil Service Commission
Addis Ababa, Ethiopia
Cell: (251)0911774969

50. Ms. Abinet Hawaz
HRM Directorate Director
HRM
CSA
Addis Ababa, Ethiopia
Cell: (251)0913650419
51. Ms. Genet Bogale
HR Utilization
HRM
Oromia Civil Service Bureau
Addis Ababa, Ethiopia
Cell: (251)0911707508
52. Mr. Essayas Taye
Lecturer
Management
Debre Markos University
Debre Markos, Ethiopia
Cell: (251)0912178590
e-mail : essayas80@yahoo.com
53. Mr. Motuma Tafese, Teacher
Public Administration and Development Management
Dire Dawa University
Dire Dawa, Ethiopia
Cell : (251)0910084414
Fax : (251)1127971
P.O.Box : 1362
54. Mr. Misgana Ashena
Instructor (Graduate Assistant II)
Public Administration & Development Management
Dire Dawa University
Dire Dawa, Ethiopia
Cell : (251)0913277003
Fax : (251)0251127971
P.O.Box : 1362
e-mail : misgana.ashena@yahoo.com
55. Mr. Mamuye Teferi
Presidec Judge
Administration Tribunal
Ministry of Civil Service
Addis Ababa, Ethiopia
Cell : (251)0911124521
56. Dr. Bahar Adem Abdulahi
V/education Bureau Head of Harari Region
Education Bureau
Harar, Ethiopia
Tel: (251)0256662386
Cell: (251)0921297679
Fax: (251)0256662385
P.O.Box:144
e-mail: baharadem@yahoo.com
57. Mr. Endris Umer
Human Resource Development Manager
Human Resource Development
Ethiopian Management Institute

Addis Ababa, Ethiopia
Tel : (251)0116454145
Cell : (251)0911560077
P.O.Box: 51
e-mail: enderis_umer@yahoo.com

58. Mr. Geremew Geleta
Human Resource management Process Head
Palace Administration
Addis Ababa, Ethiopia
Tel: (251)0115157462
Cell: (251)0917813756
P.O.Box: 1438
e-mail: geremewgele@yahoo.com
59. Mr. Jebessa G/Kidan
Management Institute Head
Management Institute Harari
Harar, Ethiopia
Tel : (251)0256663315
Cell : (251)0915025976
60. Mr. Demeke Afework
Lecturer
Management
Hawassa University
Hawassa, Ethiopia
Cell : (251) 911718702
e-mail : dafjery@yahoo.com
61. Ms. Tsadikan Asgedom
Human Resource Management Expert
SNNPRS Civil Service Bureau
Hawassa, Ethiopia
Cell: (251)0913140875
Fax: (251)0462204761
e-mail: tsadiasge@yahoo.com
62. Ms. Netsanet Debebe
Gender Equality Expert
Women Affairs
Oromiya Civil Service and Good Governance
Addis Ababa, Ethiopia
Cell: (251)0911392583
e-mail: netsanet3debebe@yahoo.com
63. Mr. Tesfaye Getahun
System Improvement & HR Senior Expert
System Improvement & HR Department
Ethiopian Investment Agency
Addis Ababa, Ethiopia
Cell: (251) 0911136899
Fax: (251) 5514396
P.O.Box: 2313
e-mail: tesfayegetahun45@yahoo.com
64. Yesewlick Mazengia
Human Resource Department
Civil Service Bureau
Hawassa, Ethiopia
Cell: (251)0913048024

65. Ms. Weubamlak Eshetu
Principal Consultant
Management Development
Ethiopian Management Institute
Addis Ababa, Ethiopia
Cell : (251)0911443997
P.O.Box : 34316
e-mail : weubamlak@yahoo.com
66. Mr. Negash Woldekidan
Human Resource Development Officer
Southern Region Health Bureau
Hawassa, Ethiopia
Cell : 0911031607
e-mail : noobsang@yahoo.com
67. Mr. Emagnu Amare
Human Resource Process Manager
Addis Ababa Civil Service Agency
Addis Ababa, Ethiopia
Tel: (251)111573457
Cell: (251)0911641370
P.O.Box: 55170
e-mail: emagnuamare@yahoo.com
68. Mr. Shirega Minuye
Researcher
Professional Support for Research & Development Organization
Addis Ababa, Ethiopia
Cell: (251)911658102
P.O.Box: 24369 Code 1000
e-mail: mmshirega@gmail.com
69. Mr. Daniel Zenebe
Human Resource Administration Expert
Bureau of Addis Ababa Education
Addis Ababa, Ethiopia
Tel: (251) 0111223895
Cell: (251)0910346882
P.O.Box: 774
e-mail: nebsemillennium@yahoo.com
70. Mr. Asfaw Abera
Senior HR Officer
Federal HIV/AIDS Pre/Con /office
Cell: (251)0911239724
e-mail: asfaw.abera@yahoo.com
71. H.E Mr. Juneidin Sado
Minister of Civil Service
Ministry of Civil Service
Addis Ababa, Ethiopia
72. Mr. Berhan Kefyalew
Teachers, Professionals & Leaders core Process Owner
Teacher Development Core-Process
Benishangul Gumuz Education Bureau
Assosa, Ethiopia
Cell: (251)0913197884
Fax: (251) 0577751095
P.O.Box: 64

73. Mr. Beshir Abdullahi
Instructor
Management
Jijiga University
Jijiga, Ethiopia
Cell: (251) 0915768745
P.O.Box 1020
e-mail: beshirab@yahoo.com
74. Mr. Wondimagegn Getu
Human Resource Management Expert
Human Management Core Process
Civil Service Bureau
Bahir Dar, Ethiopia
Tel: (251)0582208090
Cell: (251)0918780401
Fax: (251) 0582206432
P.O.Box: 2028
e-mail: wondim2002@gmail.com
75. Ms. Mulu Sima
Executive Secretary
HRD
Ministry of Civil Service
Addis Ababa, Ethiopia
Cell : (251) 0911649024
P.O.Box 3240
e-mail : mulu_sm@yahoo.com
76. Mr. Ahmed Mohamed
Human Resource Management Worker
Human Resource
South Et. BOFED
Hawassa, Ethiopia
Cell : (251)0911730476
77. Mr. Hailmichael Testay
Human Resource Division Head
Human Resource Department
National Meteorological Agency
Addis Ababa, Ethiopia
Tel : (251)0116639661
Cell : (251)0911678211
Fax : (251)01166150766
e-mail : haile.wm@yahoo.com
78. Mr. Abadi Afera
Lecturer
Management
Mekelle University
Mekelle, Ethiopia
Cell : (251)0914701778
79. Mr. Alemayehu Kuma
Executive Director
Society of Human Resources Management in Ethiopia
Addis Ababa, Ethiopia
Tell: (251)0114673940
CellⓈ(251)0911601656
P.O.Box: 15344
e-mail: akuma@ethionet.et

80. Ms. Tigiste Ashenafi
Office Assistant
General Service
Ministry of Civil Service
Addis Ababa, Ethiopia
Cell : (251) 0913669001
P.O.Box : 3240
81. Mr. Asres Abitie
Lecturer
Management
Jimma University
Jimma, Ethiopia
Tel: (251)0471117091
Cell: (251)0917804312
Fax: (251)0471117828
e-mail: asresabitie@yahoo.com
82. Mr. Getahun M. Belay
Lecturer
Management
Bahir Dar University
Bahir Dar, Ethiopia
Cell : (251)911858790
P.O.Box : 79
e-mail : getahunm@gmail.com
83. Mr. Kassa Gulie
Head, Human Resource Business Owner
Bahir Dar University
Bahir Dar, Ethiopia
Cell : (251)0918702851
P.O.Box : 79
e-mail : kassagu@yahoo.com
84. Mr. Theodros Seleshi
Head, Human Resource Department
Support Service
Workers, Urban Development & Construction Ministry
Addis Ababa, Ethiopia
Cell : (251)0911126729
e-mail : theodrosseleshi@yahoo.com
85. Mr. Nebiyu Bogale
Lecturer
Management/Public Administration
Adama University
Adama, Ethiopia
Tel : (251)0221110400
Cell : (251)0913176450
e-mail : nebo22us@yahoo.com
86. Mr. Aderajew Shumet
Lecturer
Business Administration/Management
Adama University
Adama, Ethiopia
Tel : (251) 0221110400
Cell: (251)0912100508
e-mail : aderajewshumet2006@yahoo.com

87. Mr. Berhanu Feyisa
Director, HRD
FMOH
Cell : (251)0911480086
e-mail : berhanuzhrm@yahoo.com
88. Mr. Kebede Beyene
HRM Professional
Teachers and other employee's Adm.sup.Process
SNNPR Education Bureau
Hawassa, Ethiopia
Tel: (251) 0462204685
Cell: (251) 0913359731
89. Mr. Mahammedamin Hussen
Lecturer, Chairman
Public Administration & Development Management Department
Haramay University
Haramaya, Ethiopia
Cell: (251)0911981887
P.O.Box: 138 DireDawa
e-mail: aminoojuma@yahoo.com, or aminoojuuu@gmail.com
90. Mr. Tsegaye Mammo
Regional Support Co-ordination Office Head
Regional Support Co-ordination Office
Ministry of Civil Service
Cell:(251)0913615833
e-mail: mammotsegaye@yahoo.com
91. Mr. Beyene Garoma
Human Resource & Administration process Owner
HRD & HRM
Ministry of Transport
Addis Ababa, Ethiopia
Cell: (251)0911784283
P.O.Box:1238
e-mail: bgaroma@yahoo.com
92. Mr. Desta Gebremedhin
Journalist / Reporter (Herald)
Ethiopian Press Agency
Addis Ababa, Ethiopia
Cell : (251) 092 086 4146
e-mail : jourdes1@gmail.com
93. Mr. Abraham Derge
Editor
Addis Zemen Newspaper
Ethiopian Press Agency
Addis Ababa, Ethiopia
Tel : (251) 011 662 5773
Cell (251) 091 211 6952
e-mail : abchag@yahoo.com
94. Mr. Regassa Kefale
Bureau Head, Administration
Regional Gov.
Harar, Ethiopia
Cell: (251) 091 533 0401
Fax: (251) 025 666 5939

95. Mr. Hailu Sahiledingil
Senior Editor, Addis Zemen
Ethiopian Press Agency
Addis Ababa, Ethiopia
Cell : (251)0911653505
e-mail : hailusah@yahoo.com

96. Yeworkwha Betru
Photo Editor
Ethiopian Press Agency
Addis Ababa, Ethiopia
Cell : (251)0911224447

97. Mr. Mulugeta Sisay
Human Resource Mgt. & Dev't Work Process Director
Ethiopian Broad Casting Authority
Addis Ababa, Ethiopia
Tel: (251)0115538763
Cell: (251) 0911171604
Fax: (251) 0115536750
P.O.Box: 43142
e-mail: mulugetasis@yahoo.com

98. Mr. Henok Seyoum
Lecture, Development Management
Ambo University
Ambo, Ethiopia
Cell: (251)0911752159
e-mail: hshenokseyoum38@gmail.com

99. Dr. Tesfaye Debela
Assistant Professor
IPDMS (Institute of Pub. Mgt. & Dev't Studies)
Ethiopian Civil Service College
Addis Ababa, Ethiopia
Tel: (251) 16457388
Cell: (251) 0911456952
P.O.Box: 110541
e-mail: tesfdeb@yahoo.com

100. Ms. Etagegn Hailu
HRM Expert
Dire Dawa Civil Service Bureau
Dire Dawa, Ethiopia
Cell : (251)0915735515, (251) 0921161892
P.O.Box 1447
e-mail : itabeti@yahoo.com , itahailu@gmail.com

101. Mr. Balcha Kebede
Lecturer
Development management
Ambo University
Ambo, Ethiopia
Cell : (251) 0911823805
P.O.Box Ambo 19
e-mail : debela76@gmail.com

102. Mr. Tolessa Dadi
Lecturer
HRM and Leadership
PSCO/UNU

Zeway, Ethiopia
Cell : (251) 0911340030
Fax : (251) 0464412188
P.O.Box 209
e-mail : firaoet@yahoo.com

103. Mr. Ermyas Tegegne
HRS
Ministry of Civil Service
Addis Ababa, Ethiopia
Cell : (251)0913350328
104. Ms. Aynalem Mengistu
Excutive Secretary
Quality and Effectiveness Directorate
Ministry of Civil Service
Addis Ababa, Ethiopia
Cell : (251) 0911639699
P.O.Box 100375
e-mail: aynalemmengistu@gmail.com
105. Mr. Eshetu Workie
Expert
Civil Service Reform
Ministry of Civil Service
Addis Ababa, Ethiopia
Cell : (251) 0912602678
106. Ms. Almaz Zeleke
Head, Minister's Office
Ministry of Civil Service
Addis Ababa, Ethiopia
Tel: (251) 0116600468
Cell: (251)0911897725
P.O.Box: 33267
e-mail: almaz_zeleke@yahoo.com
107. Mr. Akmel Mohammed
Faculty Dean
Management
Samara University
Samara, Ethiopia
Tel : (251) 03366600410
Cell : (251) 0911736277
P.O.Box 132
e-mail : emrua67@yahoo.com
108. Mr. Yoseph Abera
Human Resource management Director
Management
Samara University
Samara, Ethiopia
Tel : (251) 0336660238
Cell (251) 0911571044
P.O.Box : 132
109. Ms. Yeshe Tilahun
Human Resource Mgt' Expert
South Agriculture Bureau
Hawassa, Ethiopia
Cell: (251)0912094140

110. Mr. Kindie Alemayehu
Amhara national Regional State Industry and Urban Development Dupty Head
Urban Development
Industry and Urban Development Bureau
Bahir Dar, Ethiopia
Tel: (251) 0582262032
Cell: (251) 0918701016
e-mail: kindie1020@yahoo.com
111. Mr. Sinishaw Alamirew
Director, Reform & Human Resource
Human Resource & Reform
Ministry of Industry
Addis Ababa, Ethiopia
Cell : (251) 0911677895
e-mail : sinishawa@yahoo.com
112. Dr. Shimels Zewdie
Instuctor
Management
Jimma University
Jimma, Ethiopia
Tel : (251) 0471112669
Cell : (251)0917804032
Fax : (251) 0471117828
P.O.Box : 820, Jimma
e-mail: shimmzz@yahoo.com
113. Mr. Tesfaye Digie
Expert
Quality and Effectiveness
Ministry of Civil Service
Addis Ababa, Ethiopia
Cell : (251) 0911897723
e-mail : tesfayedigie@yahoo.com
114. Mr. Hailemariam Alemseged
G.Manager
A.A Urban Management Institute
Addis Ababa, Ethiopia
Cell : (251)0911677618
P.O.Box : 469
e-mail : degollabona@yahoo.com
115. Mr. Solomon Endale
Cameraman, ERTV
Addis Ababa, Ethiopia
Cell : (251)0911659570
116. Mr. Seifu G/Tsadik
Reporter
Ethiopian Television
Addis Ababa, Ethiopia
Cell : (251)0912047412
117. Mr. Shiferaw Chebude
Human Resource Expert
Civil Service Bureau-DireDawa
Dire Dawa, Ethiopia
Tel (251)0251123836
Cell (251)0915739258

118. Commander Haile Berhe
Human Resource Dev't & Administration Director
Human Resource
Ethiopian Federal Police
Addis Ababa, Ethiopia
Cell : (251)0911411203
P.O.Box 355 code 1036
e-mail : haile21b@yahoo.com
119. Ms. Woinshet Geletu
HRM Experte
Ministry of Civil Service
Addis Ababa, Ethiopia
Cell: (251)0911740674
e-mail: gyoinshet@gmail.com
120. Mr. Abebe Mesfin
Director, HRM
Ethiopia Commodity Exchange Authority
Addis Ababa, Ethiopia
Cell(251)0911225289
P.O.Box: 7902
e-mail: azelelew@yahoo.com
121. Mr. Dagnachew Hagos
Addministrative Court Judge
Ministry of Civil Service
Addis Ababa, Ethiopia
Cell : (251)0911412535
122. Mr. Yemane Legesse
HRM & Administrative
Human Resource Management & Administration
Ministry of Finance & Economic Development
Addis Alem, Ethiopia
Tel : (251)0112830556
Cell ☎251)0910439436
123. Mr. Melese Belew
Human Resource Management Expert
Civil Service Bureau
Bahir Dar, Ethiopia
Cell: (251) 0918746928
e-mail: melesebelew@yahoo.com
124. Mr. Tamiru Habte
Director, HRM
Ministry of Agriculture
Addis Ababa, Ethiopia
Cell (251)0910163928
P.O.Box 62312
e-mail : tamiruha@yahoo.com
125. Ms. Sirgut Mitchel
Principal Consultant
Management Development
Ethiopian Management Institute
Addis Ababa, Ethiopia
Tel: (251)0116454143
Cell:(251)0911419594
e-mail: sirgutnet@yahoo.com

126. Mr. Mulugeta Adane
Faculty Dean, Management
Wolaita Sodo University
Wolaita Sodo, Ethiopia
Cell: (251)0911970238
P.O.Box: 138
e-mail: mulleradans@yahoo.com
127. Mr. Daniel Mamo
Head of Human Resource , ARCCCH
Addis Ababa, Ethiopia
Cell(251)0911608772
128. Mr. Abiyu Tesfaye
Planning and Pogramme Expert
Ministry of Civil Service
Addis Ababa, Ethiopia
Tel: (251)0911557767
P.O.Box: 1082
e-mail: abiyhossi@gamil.com
129. Ms. Misrak Kassa
Protocol of the Minister of Civil Service
Office of the Minister
Ministry of Civil Service
Addis Ababa, Ethiopia
Cell: (251)0911623692
130. Mr. Gebreyohanes Teklehaimanot
Human Resource Supportive Process Owner
Addis Ababa Educational Bureau
Addis Ababa, Ethiopia
Cell(251) 0913102994
131. Mr. Solomon Abate
Corporate Service Director
Government Communication Affairs Office
Addis Ababa, Ethiopia
Tel(251)0115527956
Cell(251)0911692653
P.O.Box: 1364
e-mail: soloabate@yahoo.com
132. Mr. Angaw Bekele
Senior Research, Training and Consultancy Professional
Management Training Center
Dire Dawa Civil Service Bureau
Dire Dawa, Ethiopia
Cell: (251)0913932313
e-mail: angaw09@yahoo.com
133. Mr. Zekarias Assefa
General Director
Ethiopian Management Institute
Addis Ababa, Ethiopia
Tel : (251)0116454141
Cell (251)0911209134
Fax (251)0116453611
P.O.Box : 51
e-mail : zekariasa@yahoo.com

134. Asst/Professor Shoa Jemal
Director, Center for Training and Consultancy
Ethiopian Civil Service College
Addis Ababa, Ethiopia
Tel : (251)0116452005
Cell ☎(251)0911303807
e-mail : shoajemal30@yahoo.com
135. Mr. Aregay Gebre
Human Resource and material Mgt. Dep. Head
Human Resource & Material Management Dept.
Federal Micro & Small Enterprises Dev. Agency
Addis Ababa, Ethiopia
Tel: (251) 0115530427
Cell: (251)0911642237
Fax: (251)0115518435
P.O.Box: 1463
e-mail: aregay.Gebre@yahoo.com
136. Mr. Solomon Fiseha
Human Resource Head
Human Resource Development
Board of Trustee
Addis Ababa, Ethiopia
Cell : (251)0911254383
137. Mr. Fithanegest Gebru
Program Officer
Program
WFP
Addis Ababa, Ethiopia
Cell : (251)0911255102
P.O.Box : 60018
e-mail : fithanegst.gebru@gmail.com
138. Mr. Bezabih Yohannes
Development Expert
Human Resource
Ministry of Culture & Tourism
Addis Ababa, Ethiopia
Cell:(251)0912120202
P.O.Box:1907
139. Mr. Zeru Gebru
Human Resource Management & Development Director
HR
Ethiopian Revenue and Customs Authority
Addis Ababa, Ethiopia
Cell:(251)0911659903
Fax: (251)0116629817
e-mail: zeray1966@yahoo.com
140. Mr. Fekadu Demissie
Human Resource Management Director
HRM
Ministry of Justice
Addis Ababa, Ethiopia
Cell : (251)0911746999
P.O.Box : 1370

141. Ms. Meselu Fekire
Expert
Gender
Ministry of Civil Service
Addis Ababa, Ethiopia
Tel : (251)0910375092
142. Mr. Sewagegn Chane
Human Resource Director
Human Resource Division
Public Financial Enterprise Agency
Addis Ababa, Ethiopia
Tel : (251)0111241253
Cell : (251)0913113256
Fax : (251)1243000
P.O.Box : 1031
e-mail : sew3384@yahoo.com
143. Mr. Asfaw Rundassa
Senior HR Officer, Finance & Administration
Federal HIV/AIDS Prevention & Control Office
Addis Ababa, Ethiopia
Tel: (251)0115519828
Cell:(251) 0911239724
P.O.Box: 25348
e-mail: asfaw.abera@yahoo.com
144. Mr. Yemane G/Wubet
Human Resource manager
Human Resource Department
Ministry of Communication & Information
Addis Ababa, Ethiopia
Cell: (251)0911785440
e-mail: ymane1955@yahoo.com
145. Mr. Eyasu Tesfay
Civil Service Bureau Head
Tigray, Ethiopia
Cell : (251)0914720137
e-mail: eiasut@yahoo.com
146. Ms. Azeb Mesfin
HRM Expert
Ministry of Civil Service
Addis Ababa, Ethiopia
Cell : (251)0911158411
e-mail : azebroza12@yahoo.com
147. Mr. Bekuretsion Hailesilassie
Human Resource Development & Management Director
Dilla University
Dilla, Ethiopia
Tel(251)0463314220
Cell: (251) 0911776306
Fax: (251) 0463312674
P.O.Box: 419
e-mail: bekre51@yahoo.com
148. Mr. Faez Abdosh
Human Resource Records planning Dept.
Human Resource Records Planning

Harari Civil Service
Harar, Ethiopia
Cell: (251) 0915745536
P.O.Box: 249

149. Mr. Fetene Cheru
Public Relation
MOCS
Addis Ababa, Ethiopia
Cell: (251) 0913384628
e-mail: fetecher@yahoo.com
150. Mr. Getachew Abdissa
Federal C.S.M PR vice CoodinMr.r
Public Relation
Ministry of Civil Service
Addis Ababa, Ethiopia
Cell: (251) 0911894811
e-mail: get1565@yahoo.com
151. Ms. Emebet W/Giorgis
Procurement and Finance Head
Ministry of Civil Service
Addis Ababa, Ethiopia
Cell: (251)0913175257
e-mail: emebetwgiorges@yahoo.com
152. Mr. Liban Mohammed
SRS Management Institute Manager
Somali Regional State Management Institute
Jijiga, Ethiopia
Tel : (251) 0257754603
Cell : (251)0915330119
Fax : (251) 0257752605
P.O.Box 298
e-mail : liibanamin@yahoo.com
153. Mr. Mohamed Fatah
Bureau Head
Civil Service Bureau
Jijiga, Ethiopia
Tel: (251) 0257754266
Cell: (251)0915330635
Fax: (251) 0257752344
e-mail: horar30@hotmail.com
154. Mr. Gezae G/Selassie
V/Director of Tigray Management Institute
Tigray Management Institute
Tigray, Ethiopia
Cell: (251)0914700181
e-mail: Gz16Gz@yahoo.com
155. Mr. Yehualawork Mekonnen
Human Resource Administration
Addis Ababa Capacity Building Bureau
Addis Ababa, Ethiopia
Cell: (251)0911872730
Fax: (251) 0111579070
e-mail: yehualaworkm@yahoo.com

156. Mr. Botydom Feyissa
Human Resource Development
Addis Ababa Capacity Building Bureau
Addis Ababa, Ethiopia
Tel: (251) 0111572148
Cell: (251) 0911732768
P.O.Box: 51094
157. Mr. Mekonnen Hailu
HR Management Officer
Ministry of Women, Child & Youth Affairs
Addis Ababa, Ethiopia
Cell: (251) 0911707424
158. Mr. Fentaye Hailu
Dean of Faculty of Business & Economics
University of Gondar
Gonder, Ethiopia
Cell: (251)0911873635
P.O.Box 196
e-mail: mekoya2005@yahoo.com
159. Mr. Assefa Tensay
Director of Human Resource Management
University of Gondar
Gonder, Ethiopia
Cell: (251) 0911336012
Fax: (251) 2581141240
P.O.Box: 196
e-mail: chento78@yahoo.com
160. Mr. Abraha G/Hawariat
Training and Capacity Building Cases Coordination Officer
Documents Authentication & Registration Office
Addis Ababa, Ethiopia
Cell: (251) 0911178851
161. Mr. Awoke Eneyew
Deputy Bureau Head
Amhara Region Civil Service Bureau
Bahir Dar, Ethiopia
Tel: (251)0582200836
Cell: (251)0918769639
e-mail: wawole@yahoo.com
162. Mr. Adebabay Abay
Acting Director top magt. & HRD Reform Program
Top Mgt. & HRD Refrom
Ministry of Civil Service
Addis Ababa, Ethiopia
Cell: (251) 0911897726
P.O.Box: 30666
e-mail: adebabay_2@yahoo.com
163. Mr. Tadesse Nigatu
HRM Case Team Coordinator
HRM & General Service Directorate
Ethiopian Health & Nutrition Research Institute
Addis Ababa, Ethiopia
Tel : (251) 0112771051
Cell : (251)0910674628

e-mail: tadessen@ehnri.gov.et

164. Ms. Adanech Dilnesaw
Human Resource Management Process Owner
Human Resource Mgt. Department
Civil Service Bureau (SNNPR)
Hawassa, Ethiopia
Cell: (251) 0920953088
165. Mr. Wondwosen Moges Girma
Managing Director
Institute of Technology
Hawassa University
Hawassa, Ethiopia
Cell: (251)0916869858
P.O.Box: 05
e-mail: wonmoges@yahoo.com
166. Mr. Zewdu Haile
Public Relation Officer
Oromiya Civil Service and Good Governance
Addis Ababa, Ethiopia
Cell: (251) 0912038300
P.O.Box: 32569
e-mail: zawduhaile@yahoo.com
167. Ms. Nardos Amare
Senior Human Resource Management Expert
HRM Directorate
Ministry of Civil Service
Addis Ababa, Ethiopia
Cell : (251) 09118812427
e-mail : nardosam.amare1@gmail.com
168. Ms. Melkam Abateneh
Senior System Analyst
Human Resource Management Information
Ministry of Civil Service
Addis Ababa, Ethiopia
Cell : (251)0911897476
e-mail : mabateneh@yahoo.com
169. Mr. Henok Fantahun
Human Resource Expert
Human Resource Management
Ministry of Civil Service
Addis Ababa, Ethiopia
Cell : (251) 0913107143
e-mail : henokfan2000@yahoo.com
170. Mr. Kiros Abay
Human Resource Management Process Owner
Human Resource Management
Bureau of Plan and Finance of Tigray
Mekelle, Ethiopia
Tel: (251) 0344407384
Cell: (251)0914703245
P.O.Box: 21/Tigray

171. Mr. Getachew Moges
Director
Human Resource Management Information Directorate
Ministry of Civil Service
Addis Ababa, Ethiopia
Tel: (251) 0114192982
Cell: (251) 0911684150
e-mail: getmg@ethionet.et
172. Mr. Mohammed Seid
Ministry of Civil Service Communication Department Head
Communication & International Dept.
Ministry of Civil Service
Addis Ababa, Ethiopia
Cell: (251) 0913469513
e-mail: mosead35@yahoo.com
173. Mr. Nebyou Sereke
Human Resource Expert
Ministry of Civil Service
Addis Ababa, Ethiopia
Cell: (251) 0911186102
e-mail: Neb2ser@yahoo.com
174. Ms. Simret Bekuretsion
Human Resource Expert
Ministry of Civil Service
Addis Ababa, Ethiopia
Cell: (251) 0912095140
e-mail: simret_34@yahoo.com
175. Mr. Mekuanint Dessie
Occupational Health and Safety Expert
Human Resource Directorate
Ministry of Civil Service
Cell : (251) 0920198207
e-mail : mekuanint_dessie@yahoo.com
176. Ms. Zemenishwork Alemayehu
Human Resoruce Expert
Ministry of Civil Service
Addis Ababa, Ethiopia
177. Mr. Mogus Medifu
Human Resource Expert
Ministry of Civil Service
Addis Ababa, Ethiopia
Tel (251)0111553488
Cell : (251) 0911791029
178. Mr. Tezera Woldemedhin
Policy Analyst
Ministry of Civil Service
Addis Ababa, Ethiopia
Cell : (251) 0911149432
P.O.Box : 80312
e-mail : tizanaw2006@yahoo.com
179. Mr. Fekadeselassie Wami
Director Human Resoruce Administration
Human Resorce Department

Civil Service Ministry
Addis Ababa, Ethiopia
Cell : (251) 0911684155
e-mail : fejade1234@yahoo.com

180. Ms. Ayalnesh Alemayehu
Human Resource Development
Civil Service
Assosa, Ethiopia
Cell : (251) 0921786624
181. Mr. Sebsibe Mitku
Process Owner
Human Resource Management
Civil Service
Assosa, Ethiopia
Cell : (251) 0913309099
P.O.Box : 66
182. Abenet Yohannes
Instructor
Dean of faculty of business and economics
Jigiga University
Jigiga, Ethiopia
Cell: (251) 0911783192
P.O.Box: 1020
e-mail: abenetyohannes@gmail.com
183. Mr. Demere Tafesse
Senior Expert, Planning
Ministry of Civil Service
Addis Ababa, Ethiopia
Cell: (251)0911733654
P.O.Box: 3240
184. Mr. Biru Dereba
Head of Transprot
Ministry of Civil Service
Cell: (251) 0911017264
185. Mr. Alemayehu Yirsaw
Co-Director, Management Development
Ethiopian Management Institute
Addis Ababa, Ethiopia
Tel: (251)0116454143
Cell:(251)0911631484
P.O.Box: 51
e-mail: almu_smart@yahoo.com
186. Mr. Girma Tilahun
Public Relations Expert
Ministry of Civil Service
Addis Ababa, Ethiopia
Cell : (251)0911434195
P.O.Box : 30222
e-mail: girmacpapr@yahoo.com
187. Mr. Wossen Demsse
Ministry of Civil Service
Addis Ababa, Ethiopia
Cell: (251) 0911897719

188. Mr. Yosef Esayas
Ministry of Civil Service
Addis Ababa, Ethiopia
Cell: (251) 0912056866
189. Ms. Elsa Tegegne
Librarian
Ministry of Civil Service
Addis Ababa, Ethiopia
Cell: (251) 0911766979
190. Mr. Mehari Merhatidke
HRM expert
Ministry of Civil Service
Addis Ababa, Ethiopia
Cell: (251) 0911448383
P.O.Box: 31702
e-mail: meharimengiste@yahoo.com
191. Mr. Girma Adugna
Human Resource Development and Management process
Ministry of Mines
Addis Ababa, Ethiopia
Cell: (251) 0912013264
Fax: (251) 0116463356
P.O.Box: 486
e-mail: gafessu@yahoo.com
192. Mr. Solomon Bekele
Human Resource Management & Development Director
Ethiopian Institute of Agricultural Research
Ministry of Agriculture
Addis Ababa, Ethiopia
Cell: (251) 0911313947
Fax: (251) 0116461294
e-mail: solomoubuue@yahoo.com
193. Ms. Alemeshet Bekele
Training Support Officer
Quality and Effectiveness Directorate
Ministry of Civil Service
Addis Ababa, Ethiopia
Tel: (251)0111275125
Cell: (251)0911467042
P.O.Box: 1082
e-mail: alem21alem@gmail.com
194. Mr. Biniam Asmamaw
Human Resource Management Expert
Ministry of Civil Service
Addis Ababa, Ethiopia
Cell : (251)0912990152
P.O.Box : 34544
e-mail : bnn.asmmw@yahoo.com
195. Ms. Esset Seifu
HRM Expert
Ministry of Civil Service
Addis Ababa, Ethiopia
Cell : (251) 0912141258
P.O.Box : 1082

e-mail: esetseifu@yahoo.com

196. Mr. Zelalem Eshete
Human Resource Management Expert
Human Resource Department
Ministry of Civil Service
Addis Ababa, Ethiopia
Cell : 0911429067
e-mail : zelalem.eshete@yahoo.com
197. Mr. Abebe Seifu
HRM Senior Expert
Ministry of Civil Service
Addis Ababa, Ethiopia
Tel : (251) 5539088
Cell : (251)0911899049
e-mail : abeseifu@yahoo.com
198. Mr. Gashaw Gebrie
Senior Expert in Human Resources Development
Ministry of Civil Service
Addis Ababa, Ethiopia
Cell: (251) 0911137346
P.O.Box: 55028
e-mail: gashgeb@yahoo.com
199. Mr. Yigezu Jemaneh
HRM Expert
Ministry of Civil Service
Addis Ababa, Ethiopia
Tel: (251) 0111562982
e-mail: yigezuj@yahoo.com
200. Mr. Demeke Chimdessa
Lecturer
Management
Wollega University
Nekemte, Ethiopia
Cell : (251) 0911416572
Fax: (251) 0576617980
P.O.Box: 395, Nekemte
e-mail: demekechimdessa@yahoo.com
201. Mr. Tilahun Meshesha
Lecturer
Public Administration & Development Mgt.
Wollega University
Nekemte, Ethiopia
Tel : (251) 0576617981
Cell : (251) 0913145543
Fax : (251) 0576617980
P.O.Box : 395 /Nekemte
e-mail : mtilish@gmail.com
202. Mr. Eshetu Yitna
HRD Manager
Ministry of Labour and Social Affairs
Addis Ababa, Ethiopia
Cell: (251)0911635915
P.O.Box: 27442
e-mail: eshetyitna@yahoo.com

203. Mr. Yared Legesse
Human Resource & Development Adm. Directorate Director
HRDA Directorate
E.W.C.A
Addis Ababa, Ethiopia
Tel : (251) 0111553408
Cell : (251) 0910611778
P.O.Box: 5604
e-mail: ylegesse49@yahoo.com
204. Mr. Tesfaye Tadesse
Director, Human Resource
MOFD
Addis Ababa, Ethiopia
Tel : (251) 0114653927
Cell: (251) 0911058821
Fax : (251) 0115514300
P.O.Box: 23119
e-mail: tesfaye_tadesse@hotmail.com
205. Mr. Zelalem Wondifraw
Human Resource Process Owner
Civil Service
Somali Region Jijiga, Ethiopia
Tel: (251)0257754266
Cel: (251) 0915745274
P.O.Box: 213
e-mail: z.wondafraw@yahoo.com
206. Ms. Tadelech Lakew
Human Resource Management Expert
Human Resource Development and Management Support Process
SNNPRS Trade, Industry & Urban Dev't Bureau
Hawassa, Ethiopia
Tel: (251) 0462205968/64
Cell: (251) 0913181374
Fax: (251) 0462203377
P.O.Box 2011
e-mail: tadelechlakew@yahoo.com
207. Mr. Alemu Kassaw
HRM Expert
Amhara Civil Service Bureau
Bahir Dar, Ethiopia
Cell: (251) 0918727972
e-mail: abel81@yahoo.com
208. Mr. Asrat Teshome
Audiovisual Public Relation
Ministry of Civil Service
Addis Ababa, Ethiopia
Cell : (251) 0912801572
209. Mr. Chalachew Berihun
HRM Expert
Human Resource Administration
Ministry of Civil Service
Addis Ababa, Ethiopia
Cell : (251) 0913250768
e-mail : chalyaconely2010@yahoo.com

210. Mr. Birhane Aklile
School Head and Licturer
Public Administration & Development Management
Dilla University
Della, Ethiopia
Cell : (251) 0911549504
P.O.Box : 2081
e-mail : birhanaklile@gmail.com
211. Mr. Ayssheshim
Private Consultant
MRP, EMI
Addis Ababa, Ethiopia
Cell : (251) 0911401231
Fax : (251) 0116453611
P.O.Box : 51
212. Ayenabeba Belete
Human Resource Manager
Transport Authority
AddisAbaba, Ethiopia
Cell : (251) 0911 652700
213. Mr. Mengistu Araya
HRM Analyst
Ministry of Civil Service
Addis Ababa, Ethiopia
Tel : (251) 0111560424
214. Mr. Zekarias Abebe
Media Audio Visual
Communication Department
Ministry of Civil Service
Addis Ababa, Ethiopia
Cell : (251) 0911462622
P.O.Box : 4867
215. Mr. Teshu Dube
Senior Human Resource Management Expert II
HR Administration
Ministry of Civil Service
Addis Ababa, Ethiopia
Cell: (251) 0911414352
e-mail: teshudube@yahoo.com
216. Mr. Chicheargachew Mesfin
Senior HRM Expert
Ministry of Civil Service
Cell: (251) 0911660895
Fax: (251) 0111553902
P.O.Box: 3240
e-mail: chicheargachew03@yahoo.com
217. Mr. Bayleyegne Bekele
PR Expert
Ministry of Civil Service
Addis Ababa, Ethiopia
Cell: (251) 0911862922
e-mail: baybekele@yahoo.com

218. Ms. Misrak Berhanu
Executive Secretary for Human Resource
HR Management
Ministry of Civil Service
Addis Ababa, Ethiopia
Cell: (251) 0911122747
e-mail: misrakBerhanu@yahoo.com
219. Mr. Shibrupmo Abadima
Director, Human Resource Mgt. Directorate
Prime Minister Office
Addis Ababa, Ethiopia
Tel : (251) 0111226767
Cell : (251) 0911797547
P.O.Box : 1031
e-mail : shibrupmo@yahoo.com
220. Ms. Tsige Fekadu
Supervisor
Ministry of Civil Service
Addis Ababa, Ethiopia
Cell : (251) 0911433702
221. Mr. Tsehaye Kurabachew
Human Resource Performer
Human Resource Management
Tigray Region Education Bureau
Mekelle, Ethiopia
Tel: (251)0344408300
Cell: (251)0914727829
222. Ms. Tsehaynesh Atsime
Senior Human Resource Mgt. Expert II
Human Resource Mgt. Directorate
Ministry of Civil Service
Addis Ababa, Ethiopia
Tel: (251) 0111141160
Cell: (251) 0911930397
e-mail: zicoyome@yahoo.com
223. Mr. Leulseged Mulu
Human Resource Management Expert
Human Resource Management Support Process
Tigray Region Bureau of Water Resource
Mekelle, Ethiopia
Tel: (251) 0344406677/78
Cell: (251)0914768069
Fax: (251) 0344401064
224. Mr. Taye Engida
HRM Senior Expert II
HRM Directorate
Civil Service Ministry
Addis Ababa, Ethiopia
Tel: (251) 0116603912
Cell: (251) 0913673639
225. Tolessa Dadi
Lecturer in the Dpt. Of HRM
Public Service College of Oromia
Oromia, Ethiopia

Tel: (251) 464413897
Cell: (251) 0911340030
P.O.Box: 4029
e-mail: firaolt@yahoo.com

226. Mr. Hagazi Woldu
Human Resource Management Process Owner
Tigray Regional Bureau of Agriculture & Rural Development
P.O.Box: 10
Mekelle, Ethiopia
Tel: (251) 0344400492
Cell: (251) 0914423822
Fax: (251) 034403710

227. Ms. Lulit Hailemeskel
Human Resource Expert
Human Resource Management Directorate
Ministry of Civil Service
Addis Ababa, Ethiopia
Tel: (251) 1785682
Cell: (251) 0913252423
e-mail: lulithailemeskel@gmail.com

228. Mr. MebirMr.m G/slassie
HRM Process Owner
Tigray Regional Health Bureau
Mekelle, Ethiopia
Tel: (251) 0344416058
Cell: (251) 0914733980
Fax: (251) 0344408830
e-mail: mebrahtuGebu@yahoo.com

229. Mr. Tegene Tefera
Human Resource Sub Process Leader
Ethiopian Civil Aviation Authority
Addis Ababa, Ethiopia
Tel: (251)6650267
e-mail: tegesha_tefera@yahoo.com

230. Mr. Solomon Masresha
Public Relation Senior Officer
Ministry of Civil Service
e-mail: solmas62@yahoo.com

231. Ms. Meseret Kebede
HRM Team Leader
Ethiopian Standard Agency
Cell: (251) 0912141726
P.O.Box 2310

232. Mr. Tesfamichael Tekle Degaga
Private
Cell: (251) 0921355440
e-mail tesfamtd@ethionet.et

233. Mr. Abaineh Degaga
Lecturer in Management Department
Wolaita Sodo University
Wolaita, Ethiopia
Cell : (251) 0911007165

234. Mr. Zelalem Bayisa
Lecturer and Director for HRM
Haramya University
Dire Dawa, Ethiopia
Cell: (251) 911007165
e-mail: zeeamouris@gmail.com
235. Mr. Shiferaw Chebudie
Dire Dawa, Ethiopia
Cell: (251) 09529258
e-mail: shiferaechebudie@yahoo.com

GUINE-BISSAU

236. Mr. Augusto Alberto
Ministero de la fonetion P. Tnareil et de la M. Etat
Directeur General de la fonetion Publique
Cell: 245 667 9608
E-mail: augustoalberto_198@hotmail.co

GABON

237. Mr.Dieu-donne Koumba
Gabon Embassy
Counselor
Cell: 0912090950
E-mail: dieudonne.koumba@yahoo.com

KENYA

238. Mrs. Beatrice Karago
Kenya Embassy
Second Counselor
Cell: 0912 799 909
E-mail: bankarago@yahoo.com
239. Hon. Dalmas Otieno
Public Service
Minister
Cell: +254 722529851
E-mail: ps.pulbicepublic@kenya.go.lq
240. Mrs. Florence Wachira
Public Service Commission of Kenya
Director, Recruitment & Selection
Tel: 0725 141 078
Fax: 2224612
E-mail: Florenceinyokabi@yahoo.com
241. Mr. Titus Ndambuki
Minister of State for Public Service
Tel: 0724255396
Cell: 0733572623
E-mail: tmndambuki@yahoo.com, ps.publicservice@kenya.go.ke
242. Ms Juster Muriuki
Ministry of State for public Service
Head of Camps Secretary
Tel: +254720787809
Cell: +254720787809

243. Mr. Job Olenkeiyua
Public Service
PA
Cell: 0725629479
244. Mr. Agufana Obed
World Bank
Senior Human Resource Officer
Tel: +254 736 360000
E-mail: AOBED@WORLDBANK.ORG

LESOTHO

245. Mrs. Sefora Mosaase
Ministry of Agriculture and Food Security
Human Resource Officer
Tel: +26622322741
Cell: +26658922848
Fax: +26622310186
E-mail: mosaasesefora@yahoo.com
246. Mr. Pule Mosoatsi
Ministry of Natural Resources
Human Resource Officer
Tel: 0026682322082
Cell: 0026658902848
E-mail: ntMr.samel@yahoo.com
247. Mr. David Ndumo
Ministry of Agriculture & food Security
Director Human Resources
Tel: +26622322741
Cell: +26658856249
E-mail: Indumo@yahoo.com

LIBERIA

248. Mrs. Loris Shannon
Ministry of State for Presidential Affairs
Chief of Staff for Human Resource/Employee Relations
Tel: 06952432
E-mail: loris_kitcha@yahoo.com
249. Dr. William Allen
Civil Service Agency
Director General
Tel: +2316543096
E-mail: Williamallen@yahoo.com
250. Dr. T. Edward Liberty
Director General
Tel: 2316519628
Cell: 2316519628
E-mail: ted103libyrt@yahoo.com
251. Mr. Moiba Fofana
Liberian Embassy, Ethiopia
1st Secretary & Consul
Cell: 0920 317 657
E-mail: moibafofana99@yahoo.com

MADAGASCAR

252. Mrs. Louise-Odette Rahaingosoa
Embassy of Madagascar
First Counselor
Tel: 0116460624
Cell: 0911677175
E-mail: emb.mad@ethionet.et
253. Mrs. Sahondra Haingolalao
RAPATSALAHY
Director of Human Resource of State
Tel: +261 034 01 062 42
E-mail: rapatsalahy@yahoo.com

MALAWI

254. Mr. Abel Mwamlima
Malawi Civil Service
Assistant Director HRM (Policy Research & dev)
Tel: +265 1789522
Cell: +265999934324
E-mail: abelmlima@yahoo.co.uk
255. Rose Chownwa Maleta
Department of Public Service
Tel: 265(0) 1789522
Cell: 265(0) 888575920
256. Mr. Samuel Chembe
Health Service Commission
Deputy Secretary
Tel: 265724502
Cell: 0888361617
E-mail: samchembel@yahoo.com
257. Mr. Symon Sapa
Health Service Commission
Secretary for the Commission
Tel: +2651724077
Cell: +265993864421
E-mail: bilsymoni@yahoo.co.uk
258. Mr. Gibbs FA Kapondo
Ministry of Education & Science & Technology
Accountant
Tel: 0999414482
259. Mrs. Martha Dzanjalimodzi
Ministry of Education, Science & Technology
Clerk to the Teaching Service Commission
Cell: 0999510080
260. Mrs. Lillian Masi
Education
Commissioner
Tel: 265 01795496
Cell: 0999297991
261. Sister Juliama Margaret Kambilonje
Education

Commissioner
Cell: 0999092954

262. Arthur A Majengo Liwonga
Dep. Dir. Of HRM (Planning & DEVT)
Public Service Management
Tel: +2651788015
E-mail: liwng@yahoo.com

263. Daniel B.J. Matimba
Dept. of Public Service Management
P.O.Box: 30227
Lilonawe3, Malawi
Tel: +265 01789522
Cell: +2650888396001

MALI

264. Mr. AdamaTraore
Minister du Travail, de la Fonchion Publique et de la Reforme
Conseiller Technique Charge des Resourcy Humaines
Cell: +223 76041289
Fax: +22320223100
E-mail: alphacab@yahoo.fr

MOROCCO

265. Dr. Simon Lelo
CAFRAD
Director General
Tel: 212539322707
Cell: 212678039501
E-mail: smnlelo@gmail.com

MOZAMBIQUE

266. M/s Joyce Amigo
Division of Human Resource Management
Minister of the Public Service
Tel: +25821304040
Cell: +258827484940
E-mail: joyceamigo@yahoo.com.br

NAMIBIA

267. Mr. Alfredt Tjiromua Tjihambuma
Office of the Prime Minister
Deputy Director Efficiency and Charter Unit
Tel: 264 61 287 2182
Cell: 264 81 251 3156
E-mail: afjihambuma@opm.gov.na

268. Mr. David Amutenya
Embassy of Namibia
First Secretary
Cell: 0910 371548
E-mail: davidamutenya@yahoo.com

269. Mr. Matthigs Bescy Ekandjo
Public Service Commission Secretariat of Nambia
Chief HR Analyst

Tel: +264612813098
Cell: +264812926041
E-mail: bekondjo@opm.gov.ng

270. Ms. Martha Mbombo
Office of the Prime Minister
Under Secretary: Department Public Service
Tel: +264612873032
Cell: +264811276414

NIGER

271. Mr. Abdoulaye Djibeye
Ministere de la fonction Publique du tharail
Director of Public Service
Tel: (227)207 34144
Fax: (227)20733169
Cell: (227)96979927
E-mail: mehanatera@yahoo.fr

NIGERIA

272. Mrs. Anastasia Daniel-Nwaobia
Office of the head of the Civil Service (Nigeria)
Director
Cell: +234 08033208435
E-mail: mableze@yahoo.com
273. Mr. Ifechukwude Ezinwa
World Bank
Human Resource Officer
Cell: +2348057506150
E-mail: iezinwa@worldbank.org

DEMOCRATIC REPUBLIC OF CONGO

274. Mr. Maurice Limbaya-Kasonga
Groupe Projet Fonction Publique
Chef D'unité RH
Cell: 243813562346
E-mail: mlimbaya@yahoo.fr
275. Mr. Rene Bertrand Mbongo
Ambassade du Congo
Conseiller/Congo EMB
Cell: 0911 05 73 43
E-mail: ren_bertrand@yahoo.fr
276. Mr. Mangobe Bomungo Jean-Marie
Directeur des Services Généraux
Ministère de l'EPSP
Kinshasa
Tel. : (+243) 99970502
mangobejm@yahoo.fr

CENTRAL AFRICAN REPUBLIC

277. Mr. Jules Kiko-Gueza
Ministère de la Fonction Publique
Director General de la Fonction Publique
Tel: 0023621614851

Cell: 0023675049009
E-mail: Jkikogueze@yahoo.fr

GUINEA

278. Mr. Gangoura Ousmane
Conseiller du Ministre du Travail et de la Fonction Publique Charge
de la Maîtrise des Effectifs
Tel: (00224)30411227
Cell: (00224)64262392
E-mail: langous2003@yahoo.com

RWANDA

279. Mrs. Evaenia Kayitesi
Public Sector Capacity Building Secretariat
Human Resource Development Specialist (HRDS)
Cell: +250 0788305506
E-mail: Evgewe.kayitesi@Psibs.gov.rw
280. Ms. Alice Mugeni Muhavne
Rwanda TEA
Human Resource Manager
Tel: 250 788 52 6062
E-mail: alimuge@yahoo.fr

SENEGAL

281. Mr. Dusmane Diop
Senegal Embassy, 2nd Counselor
Tel: 111611376
Cell: 251 0920 88 71 82
E-mail: dispdiplo@gmail.com
282. Mr. Baye Mayoro Didp
Senegal Embassy
First Secretary
Cell: 0920 88 71 83
E-mail: papyoro2007@yahoo.fr
283. Ms. Aissatou Amar
World Bank
Human Resources Officer
Tel: +221338594162
Cell: +221 775697634
E-mail: aamon@wroldbak.org

SIERRA LEONE

284. Mr. Abdul Karim Koroma
Sierra Leone Embassy
Information Attaché
Cell: 251 0910 85 34 76
E-mail: akk23222@yahoo.com
285. Mr. Ernest Surrur
Human Resources Management Office
Director General, Human Resource Management Office
Tel: +23276441627
Cell: +23233196944
E-mail: ea_surrur@yahoo.com

286. Mr. Christopher Bockarie
Sierra Leone EMB,
Diplomat
Cell: 0920 72 41 99
E-mail: christopherbockarie@yahoo.com
287. Mr. Ansu S.Tucker
Human Resource Management Office
Director, Human Resource Planning
Tel: 232 76 626486
E-mail: tuckeransu@gmail.com

SUDAN

288. Mr. Mohamed Elrasheed
Sudan Embassy
Counselor
289. Mr. Eltahir Mohamed
Sudan Embassy
Director General of Human Resource
Cell: 251 0920 16 14 70

SOUTHER SUDAN

290. Rev. Jocelyn Apollo Iyenwa
Southern Sudan Civil Service Commission, Juba/Sudan
Executive Director
Tel: +249902373482
E-mail: magirajuruoo@yahoo.co.uk
291. Mrs. Rebecca Joshua Okwaci
Ministry of Labour & Public Service –Goss
Under-Secretary
E-mail: rebeccaokwaci@hotmail.com

SOUTH AFRICA

292. Mr. Paul Helepi
Public Service Commission
Commissioner
Tel: +27514488696
Cell: 0843051650
Fax: +27514484135
E-mail: herepip@opsc.gov.za
293. Mr. Mashwahle Diphofa
Public Service Commission
Director General
Tel: +27123521025
Cell: +27826984298
E-mail: mashwahleD@opsc.gov.za
294. Ms. Pulane Mogoere
World Bank Group
Human Resource Officer
Tel: 27718632929
Cell: 27718632929
E-mail: pmogoere@worldbank.org

SOMALIA

295. Mr. Hassan Abshirow Mohamed
Gen. Secretary of Civil Service Commission
Tell: +252615521397
E-mail: Somalia_NCSC@yahoo.com
296. Mr. Ahmed Farah Ali
National Civil Service Commissioner
Tel: +252 615519336

TANZANIA

297. Ms. Elizabeth Nyambibo
Ministry of Finance and Economic Planning
Deputy Permanent Secretary
Tel: 2550762085934
E-mail: enyambibo@gmail.com
298. Hon Hawa Ghasia
President Office Public Service Management
Minister of State-Public Service Management
Tel: 255-222116999
Cell: 255-782 110088
E-mail: minister@estb.govtz
299. Mrs. Theclaw Shangali
AAPAM Tanzania Chapter-Vice Chairperson
Tel: 0787099995
Cell: 0787099995
E-mail: matarimobeg@hotmail.com
300. Mr. George Yambesi
President's Office
Permanent Secretary
Tel: +255 222 130 122
Cell: +255 754 370 572
301. Ms. Sware Binde
Tanzania, Ministry of Foreign Affairs
Human Resource Officer
Cell: 0921 145945
E-mail: addisababa@foreign.gotz
302. Mr. Faisal Issa
Presidents Office Public Service Management
Director Human Resource Development
Tel: 255 755 948808
303. Mr. Donald S.B Ndagula
Public Service Commission
Acting Secretary
Tel: +253 222 120909
Cell: +255 754 290084
E-mail: dadegule@hotmail.com
304. Mr. Suleiman Mvunye
President Office Public Service Management
Private Secretary to the Minister
Tel: 255 22 2116999
Cell: 255 754 283127
E-mail: mvunyesh@yahoo.co.uk

305. Mrs. Salome Mollel
Ministry of Constitution and Justice
Director of Administration and Human Resource Management
Tel: +255222137825
Cell: +255754502266
E-mail: salmollel@yahoo.com
306. Mr. Baraka John Mwabenga
anzania Public Service College
Senior Human Resources & Administrative Officer
Tel: +255222123547-9
Cell: +255784389720
E-mail: bjmwabenga@yahoo.co.uk, bjmwabenga@tpsc.go.tz
307. M/s Eckliah Michael Mbaigwa
Tanzania Public Service College
Manager, Human Resources & Administration
Tel: +255 22 2123547-9
Cell: +255 22 471472
E-mail: eckliah@tpsc.go.tz
308. Mr. William Ngunda
Public Service Management Tanzania
Assistant Director
Tel: 075409401
Cell: 0754094801
E-mail: williamngunda@yahoo.com
309. Ms. Eva Muro
WHO
Finance Assistant
Tel: +255222111718
Cell: +255 754382276
Fax: +255 222113180
E-mail: muroe@tz.afro.who.int

TCHAD

310. Mr. Adoum Brahim Hamid
Minister de la Tehctioy Publique
Directeur General adj
Tel: +23522526564, 6627037, 99997729
Cell: +235 662703721
E-mail: adoum_brahim_hamido1@yahoo.com

TOGO

311. Komlavi A-Dedji
Ambassade du Togo
Primer Secretare
Tel: 011 3206515
Cell: 251 912 14 04 71
E-mail: thomasdedji@yahoo.fr
312. Kossi Kassegnin Donko
Directeur de Calinet, Minister Fonction Publique et de la Reform Administrative
Tel: 22131979098570
E-mail: kdonko@gov.togo

UGANDA

313. Ms. Byaruhanga Hope Margart
Ministry of Justice & Constitutional Affairs
Principal Personnel Officer
Tel: 256 772 405 762
Cell: 256 772 405 762
E-mail: hopebyaru@yahoo.com
314. Miss Jacqueline Nagaddya
Ministry of Education & Sport
315. Mr. Ibule Amoko
Uganda Embassy
Ambassador
Tel: 251 11 5513088
Cell: 251911407031
Fax: 251 115514355
E-mail: idleamrk@gmail.com
316. Mrs. Angeline Naluyima Tenywa.M
Public Service Commission
Principal Personnel Officer
Tel: 0414254271
Cell: +256 713429270
E-mail: angela-Kamya@yahoo.com
317. Mr. Opio Lukone
Office of the President
Permanent Secretary /Deputy Sec to Cabinet
Tel: 256 41 4345710
Cell: 256 772931811
318. Mr. Peter Wambete
Uganda Law Reform Commission
Senior Personnel Officer
Tel: 256 0414346200
Cell: 0712838368
E-mail: wambete@yahoo.co.uk
319. Mrs. Margaret Ntorantyo birurgi
National Planning Authority (UCCBP) Uganda Country Capacity Building Program
Human Resource Officer
E-mail: ntorantyo07@yahoo.co.uk
320. Mr. Mugume Eldard
Uganda Police Force
Principal Personnel Officer
Tel: 256 772 592781
E-mail: eldardmugume@yahoo.co.uk
321. AIGP Richard Bisherurwa
Human Resource Management Director
Tel: 256 715 490 360
E-mail: rbishes@yahoo.com
322. Mr. Samuel Eitu
Ministry of Local Government, Uganda
Principal Personnel Officer
Cell: 0782 322019
E-mail: saosoa@yahoo.com

323. Mr. Edgar Mbahamiza
Uganda Bureau of Statistics
Manager, Human Resource & Administration
Tel: +256 711 607012
Cell: +256 772485712
E-mail: mabeo2007@yahoo.co.uk
324. Ms. Babra Irakiza
Finance & Administration
Personnel Officer
Cell: 256772418295
E-mail: birauiza2000@yahoo.co.uk
325. Mr. Herbert Kiguli
Ministry of Water & Environment
Principal Personnel Officer
Tel: 0414221179
Cell: +256 772 446333
E-mail: hkiguli@yahoo.co.uk
326. Mr. John Baptist Ssemakula
National Referral Hospital-Mulago-Uganda
Assistant Commissioner Personnel
Cell: +256772891500
E-mail: jbssemakula2009@hotmail.com
327. Ms. Nagaddya Jacquuiune
Senior Personnel Officer/HR
Ministry of Education and Sports
Tel: 256772-487841, 0414-234666
e-mail: njacquiline@yahoo.com
328. Mrs. Rose Nakawungu Kafeero
Public Service Commission
Deputy Secretary
Tel: 0414 342757
Cell: 256-772417143
E-mail: kaferonaka@yahoo.com
329. Dr. David Ssonko
School of Civil Service
Uganda Management Institute Dean
Cell: 256 772507255
E-mail: dssonko@umi.ac.ug
330. Dr. James Wafula Wanyama
Ministry of Public Service
Principal Human Resource Officer
Tel: +2561414231103
Cell: +2567722310448
E-mail: jwafula1003@hmail.com
331. Mr. Alfred Cox Anguzu
Uganda Prisons Service
Assistant Commissioner Personnel
Tel: +256 414230201
Cell: +256772479576
E-mail: anguzucox2010@gmail.com

332. Mr. Charles Ziraba
Ministry of Internal Affairs
Principal Personnel Officer
Tel: 0414342900
Cell: 0702447814
E-mail: Zirabac@yahoo.com
333. Ms. Carmella Atto
Ministry of Energy and Mineral Development
Principal Human Resource Officer
Tel: +256 414250150
Cell: +256712321669
E-mail: carmellatto@yahoo.com
334. Mr. David Wajambuka
Judiciary
Principal Personnel Officer
Tel: 07721647378
Cell: 04141236238
335. Mrs. Adah Muwanga
Ministry of Public Service
Director/Human Resource Management
Tel: 256 414 251007
Cell: 256 772 419959
Fax: +256 414 255463
E-mail: adah.mowanga@publicservice.go.vg
336. Ms. Grace Nalumu
Office of the Prime Minister Uganda
Principal Personnel Officer
Tel: 0772 396436
Cell: 0701 396436
E-mail: nalumu.grace@yahoo.com
337. Mr. Stephen Opio Okiror
Ministry of Education and Sports
Assistant Commissioner, HR
Tel: 256 414 230241
Cell: 256 772 605546
E-mail: sopiok@yahoo.com
338. Mr. Charles Twinomugisha
Health Service Commission
Commissioner /HRM
Tel: +256782320837
E-mail: charles115tr2005@yahoo.co.uk
339. Mr. Mike Wambi Mabonga
Ministry of Deafens
Principal Personnel Officer
Tel: +256772945739
Cell: +256712272789
Fax: +256444222813
340. Mr. Ronald Sekabembe Kiberu
Ministry of Finance Planning and Economic Development, Uganda
Senior Personnel Officer
Tel: +2564147072121
Cell: +256712434314
E-mail: kibeevuronnie@yahoo.com

341. Dr. James Wafula Waryama
PHRO
Tel: +256 414231103
Cell: +256 772310448
E-mail: jwaful03@gmail.com

WORLD BANK

342. Mr. Rupert Bladon
World Bank
Senior Public Sector /Governance Specialist
Cell: 0911864206
E-mail: rbladon@worldbank.org

ZAMBIA

343. Ms. Cleopatra Mbewe
Ministry of Health
Senior Human Resources Management Officer
Tel: 033235516
Fax: 03 333291
Cell: 0977245733
E-mail: cleopatrambewe@gmail.com
344. Ms. Ireen Matanda
Public Service Management Division
Head of Administration
Tel: +260211251025
Cell: +260966 768651
FaX: 260211252696
E-mail: ireenmatanda@yahoo.com
345. Mr. Silumelume Mubukwam
Zambia Embassy
Counsellor Political & Administration
Tel: 0113711302
Fax: 0113711566
E-mail: helepip@ogsc.gov.za
346. Mwamaka Mulaga
Zambia Embassy
Counselor Economic
Tel: 1921378350
E-mail: mlwayamulaga@yahoo.com