



UCLG AFRICA

THROUGH THE AFRICAN LOCAL GOVERNMENT ACADEMY (ALGA)
&
THE AFRICAN NETWORK OF LOCAL/REGIONAL GOVERNMENT
HUMAN RESOURCES
&
THE OBSERVATORY OF HUMAN RESOURCES OF LOCAL AND REGIONAL
GOVERNMENTS IN AFRICA
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The Standards of Excellence in Human Resources Management at Subnational Level in Africa

With the Support of the European Commission:



"Together for an Effective Local Africa"

(www.uclga.org)

Introduction

Beyond the institutional, legal, financial, and technical aspects, the sustainable development in its different dimensions of any country depends first and foremost on the human potential of its institutions and organizations.

Therefore, it is crucial that these institutions and organizations can have human resources, collaborators, and employees working and carrying out their activities and undertaking their duties in a supportive, facilitating, attractive, and motivating environment.

Several reports, studies, and assessments have highlighted the main challenges, obstacles, and problems that the Decentralization process in Africa continues to face. This is the case with the effectiveness of Decentralization, the degree of autonomy of Local and Regional Governments, of the difficulties related to the transfer of skills, of the transfer and mobilization of resources, and of the methods of auditing and control of decentralized entities by the central Government entities.

Nevertheless, the weakness in terms of human resources within the Local and Regional Governments represents a major handicap in the effectiveness of Decentralization and its deployment at the subnational level, forcing these entities to rely for their project management, their organization, and their operations, either on decentralized services or central State administrations, on consulting firms, or on partners and donors. This situation has given a bad image of the Local Governments accused of incompetence and lack of professionalism, as having difficulty in being efficient and in ensuring and delivering quality services to the populations, or pushing the citizens to lose confidence in this level of governance.

The development of human resources, as recalled by Resolution **A/RES/72/235** adopted (without a vote) by the General Assembly of the United Nations, on December 20, 2017, is not only the keystone of economic, social, and environmental development, and health and education are at the heart of this process, but such a development of human resources is also an essential element of the action taken to achieve the agreed development goals at the international level, including the Sustainable Development Goals, and to provide more opportunities, especially for the most vulnerable groups.

All of the Sustainable Development Goals, the Climate Agenda, the New Urban Agenda, the Sendai Framework on Disaster Risk Reduction, as well as the Addis Ababa Action Agenda (AAAA) call for investment in Population and Human Potential, with the highly stated ambition of not leaving anyone behind.

As far as the African Agenda 2063 is concerned, in its Aspiration 1, calls for a prosperous Africa based on inclusive growth and sustainable development, with the determination to eradicate poverty within a generation, through the sharing of prosperity through the social and economic transformation of the Continent. The purposes of such Aspiration are as follows:

- *A high standard of living, quality of life and well-being for all* : Ending poverty, inequalities in terms of income and opportunity; job creation, especially with regard to youth unemployment; meeting the challenges of rapid population growth and urbanization, improvement of housing and of access to basic necessities - water, sanitation, electricity; providing social security and protection.

- ***Well-educated and Sufficiently Skilled Citizens Underpinned by Science, Technology and Innovation:*** Developing Africa's Human and Social Capital, through an Education and Skills Revolution Emphasizing Science and technology.

In the same spirit and aspiration, in its Article 16 on efficiency, the African Charter of Values and Principles of Decentralization, Local Governance, and Local Development, adopted by the twenty-third ordinary session of the Conference of Chiefs of State and Government of the African Union, held in Malabo (Equatorial Guinea), on June 27, 2014, the emphasis was placed in particular on the administration of local governance, the mobilization and use of resources including human resources, as well as capacity building.

Article 16: About Efficiency

1. Administration of local governance

a) Legislation is adopted at the national level to empower local governments to determine and manage the organization of local public administration within a common national framework of standards, with a view to ensuring efficient and improved service delivery quality and affordable to local communities.

b) Local governments or local authorities identify and implement innovative ways of providing services to local populations within the framework of the national legislation.

2. Mobilization and use of resources

a) Local governments are provided with the human, financial, and technical resources required for the efficient and effective accomplishment of their missions.

b) Information and communication technologies (ILRGs) are made available to local governments who use them to make local governance and local development more effective and efficient.

3. Capacity building

a) Local governments or local authorities and associations of local governments take comprehensive and continuous initiatives for capacity building with a view to improving the performance of local representatives and of elected local authorities in the exercise of their functions and missions.

(b) Central governments establish public service institutions, create special curricula, and develop special school curricula for local governance and local public administration.

c) Central governments encourage these initiatives for the sharing of experience and best practices at the bilateral, regional, and continental levels.

d) Communities, civil society, and citizens benefit from capacity building to contribute effectively to local public administration and local development.

(e) States Parties shall encourage voluntary peer review processes within and between countries.

At the national level, most African States have moved resolutely towards upgrading and modernizing their public administrations, often retaining investment in Human Capital as an axis of reform.

UCLG Africa, for its part, retains, in its vision and strategic orientations, among its priorities the investment in the Human Capital of Local Governments as well as the management and sharing of knowledge, as reflected in the 1st GADDEPA or GADDEPA 2.0 for 2020-2030.

Among the activities undertaken in this regard, we note in particular:

- The creation and operationalization of an African Local Government Academy (ALGA) since 2009 whose mandate is to raise awareness, train, and build the Human Capital capacities of decentralized entities;

- The creation of a Knowledge Hub;
- Investing in networking between professionals of Local Governments, through the creation and support of the Network of City Managers (MagNet), the Network of Chief Financial Officers (FiNet), the Network of Chief Technical Officers (TechNet) and the Network of Human Resources Managers (LocalAfrica HRNet). New Networks have been created during the Africities 9 Summit, in particular the Network of Permanent Secretaries of National Associations of Local Governments of Africa, the Network of Territorial Managers of Decentralized Cooperation, as well as the Network of Territorial Coaches.
- Awareness and advocacy concerning the strategic place of human resources for the effectiveness of the Decentralization process, the anchoring of the autonomy of Local and Regional Governments, the promotion of professionalism in local public administration, and efficiency in the provision local public services. Several activities have been organized in this context, such as the Side event during the UN-Habitat Conference in 2016 in Quito, the 1st edition of the African Forum of Territorial Managers and Training Institutes targeting Local and Regional Governments in 2017 dedicated to the issue of human resources and having given rise to a roadmap (see www.uclgafrica-alga.org), and other activities.
- The creation of an Observatory of Human Resources of African Local and Regional Governments, and other entities.

During the 8th edition of the Africities Summit, held in Marrakech (Morocco) in 2018, UCLG Africa published a first Report on the State of Human Resources of Local Governments of Africa which made it possible to collect information from around thirty African countries.

The aim here is to develop and publish the 2nd edition of this Report which will be based on a series of Standards of excellence in terms of HRM at the local and regional level in Africa, to allow a classification of countries, based on a firm conviction that the issue of HRM at the local level in Africa must henceforth occupy an important place in the process of transformation of the Continent, in the public policies, strategies, plans and reforms concerning the processes of Decentralization, of Local Governance, and of Local and Territorial Development.

I- Main conclusions of the 1st edition of the Report on the state of Human Resources at the level of Local and Regional Governments (2018)

On the basis of a very diversified methodology, combining several dimensions and perspectives and aiming to make an initial stocktake, by highlighting the major trends, the main models, comparing the experiences of some thirty countries, highlighting statistical data as well as the main challenges related to the situation of Human Resources in Local Administrations, the first edition gave rise to the main findings and recommendations presented below.

1. ***The question of the autonomy of Local Governments in the field of Human Resources Management:*** In recent years, it has been observed that the reforms undertaken in the area of Decentralization in most African countries have tended to increase the autonomy of Local and Regional Governments with regard to the management of their staff and of their human resources. It is thus noted that in most countries, the Local Governments are responsible for the establishment and organization of their services, while in other countries, these entities must comply with standard organizational charts drawn up by the central Administration. Responsible for regulating the Decentralization process.

Similarly, recruitment and career management, particularly in Francophone and Lusophone countries, are the responsibility of the Local and Regional Governments, through the Council or the President of the Council. In most Anglophones countries, apart from South Africa and Namibia, the management of human resources is still centralized or entrusted to external entities.

2. ***The reform of the legal framework of HRM at the local level:*** Over the past few years, several countries have indeed undertaken major reforms within the framework of the improvement of the situation of human resources of local authorities. These reforms mainly involved the strengthening of the legal framework governing the staff of the Local and Regional Governments. The most important reforms were observed at the level of certain Francophone countries, which have thus adopted special statutes with a view to the establishment of a territorial public service. These are Togo (2008), Senegal (2011), Algeria (2011), Benin (2015), and Burkina Faso (2017). In other Francophone countries, reforms along the same lines are planned and under development. This is notably the case of the Central African Republic, Cameroon, Côte d'Ivoire, and Tunisia. In Morocco, the Organic Laws adopted in 2015, as part of the implementation of the 2011 Constitution, provide for a strengthening of the status of the staff of Local and Regional Governments through the reform of the status of municipal staff of 1977. Also in some Anglophone countries, the reforms have particularly involved the strengthening of the role of “Local Government Services” as was the case in Botswana, Ghana (2016), Uganda, and Sierra Leone.
3. ***The different models of HRM in Local Administrations:*** The comparison of the experiences of the various countries analyzed reveals the existence of at least two models: the model of Anglophone countries and the model of Francophone countries. In most Anglophone countries, HRM is characterized by a certain centralization and rigorous procedures, which makes it a well-advanced model in terms of the professionalization of HRM. Indeed, in most Anglophone countries, the HRM of Local Governments is not directly assumed by these entities, whether it is recruitment, career advancement, evaluation or, sometimes, payment of wages. HRM is entrusted to specialized public bodies generally taking the form of a commission or an agency. These entities are in charge of all HRM functions within Local Governments, in terms of recruitment, assignment/placement, career management, training, evaluation, reward, and sanction. To this end, these specialized public bodies determine the procedures and rules to be followed by each human resources manager at the local government level. Sometimes, these are collegial structures made up of representatives of the central Administration and representatives of the Local and Regional Governments. The names and composition vary from country to country: *Local Government Service* (Ghana), *Local Government Service Commission* (Mauritius, Sierra Leone), *Local Authorities Service Commission* (Malawi), and *District Commission* (Uganda). In some countries such as Kenya (*County Public Service Board*), Namibia (*Management Committee*) and South Africa (*Management Services*), these entities which exist at the level of each Local Government, have a very important role in terms of regulation and standardization of HRM at the local level and of standardization of practice at the national level, through

the production of various documents and manuals of procedures (HRM Manual, Conditions of Service, evaluation strategy, Code of Conduct...). The model of Francophone countries is characterized by greater autonomy and flexibility in terms of regulation and standardization. Indeed, in most Francophone countries, HRM falls directly within the remit of the local administration, within the framework of the specific attributions of the President of the Council (the Mayor) or within those of the Municipal Council. This generally translates into a wide variety of situations, management methods, and levels of professionalization of HRM, insofar as each administration is responsible for the rules and procedures to be followed in terms of personnel management, taking into account then main principles laid down by the various statutes governing the staff. In some countries, the central administration intervenes either to alleviate the difficulties encountered by certain local administrations, or to regulate and control the exercise of powers or practices. Whether in the countries that have adopted a territorial public service or in other countries, HRM is very little regulated at the national level, as is the case in Anglophone countries. One also notes that the Lusophone countries (Angola, Cabo Verde, Guinea Bissau, Mozambique, and São Tomé) operate relatively like the Francophone countries.

4. ***The issue of the human resources capacities of the Local and Regional Governments (LRGs):*** The human resources capacities of the LRGs are assessed both by the quantity and by the quality of the human resources at their disposal. At this level, the situations are very disparate from one country to another. Qualitatively, in view of the various surveys undertaken and interviews carried out, it can be observed, in general, that there is a good level of qualification of the human resources of the African LRGs, including a very good level of expertise in decentralization, local governance, and local development. The main problem at the local level would be the insufficient quantity of human resources available to the LRGs. There is supposedly a shortage of staff in general and more particularly, a shortage of highly qualified personnel at the level of certain technical professions that are crucial for local governance. Nevertheless, several sources report the low level of qualification of the “own human resources” of the LRGs. This could be explained by the quality of the recruitment process, which does not always meet the standards in this area. Compared to the central Government and to the private sector, the human resource capacities of African local administrations remain relatively weak and need to be strengthened both quantitatively and qualitatively.
5. ***The professionalization of HRM at the local level:*** In terms of the professionalization of HRM, which is very often considered to be one of the main handicaps of African LRGs in terms of governance and performance, the situation still remains problematic, apart from a few large Local Governments sometimes having more autonomy, leeway, and above all means. However, some progress can be noted in some countries – mainly Anglophone ones – which is reflected in the following points:
 - a. The HRM is a professional sector and an autonomous profession recognized in local administrations. This appears visibly in the directories or job description systems drawn up in certain countries;

- b. The recognition of HRM as an autonomous profession in local public administrations increasingly encourages the use of professionals or people having the required profile to do this job, even if this still concerns very few cases in Africa;
 - c. The development of HRM manuals which greatly facilitate the work of HR managers in local administrations, making HRM at the local level clearer and more objective;
 - d. One also notes the gradual widening of the use of professional and modern tools and approaches to HRM, which are among others: the Forward Planning of Jobs and Skills (GPEC), the Jobs and Skills Repositories, the computerization of human resources information systems (HRIS), the dashboards, the performance assessment tools, the development and implementation of training and capacity building programs, and other tools and approaches;
 - e. The professionalization of HRM at the level of local administrations is also observed through the increasing importance of Competency-Based Management. It involves aspects relating to the strengthening of planning (planning of human resources, recruitment, and retirement), the promotion of training and capacity building activities (multiplication of training programs and structures), the definition and implementation of standards and performance indicators, or the improvement of HR evaluation tools and mechanisms or for the improvement of working conditions at the local level.
6. *The means and resources implemented to strengthen HRM:* The question of the means and resources remains a major challenge for the modernization of HRM and the building of human resource capacities at the level of local administrations in Africa. Indeed, local governments in Africa still experience great difficulty in attracting and retaining human resources both in sufficient quantity and in quality. Studies have shown that local governments operate with less than half the human resources they need to perform. The budget allocated in general to HRM (motivation mechanisms including salaries, training budget, acquisition of modern career management tools, in particular the computerization of services and procedures, etc.) seems below the needs of Local Governments and below the ambitions of an efficient local public administration. Central Governments as well as the local administrations therefore find themselves obliged to upgrade the means to really invest in Human Capital at the local level.
7. *The question of information systems and databases:* One of the obstacles to the upgrading and modernization of HRM in local public administrations lies in the difficulty of accessing information on HRM at the local level in Africa. In most African countries, there is a crucial lack of systems for collecting and processing data on the human resources of local authorities, unlike what is the case for the staff of central administrations. In practically all African countries, annual reports are drawn up and published on the management of human resources of central administrations, and it is rare for such publications to address the situation of human resources in local authorities. Very few countries publish such reports on the state of Local Government Human Resources. At the time of the digital revolution and in the face of enormous opportunities offered by information and communication technologies, and in order to

strengthen reform policies, it is necessary for central Governments to set up national systems for collecting and processing data on human resources in local administrations, and to support and accompany the Local and Regional Governments in terms of the computerization of their administrations and of the management of their human resources.

8. ***The application and effective implementation of existing mechanisms in terms of HRM:*** In most cases, we have been able to observe the existence of a set of instruments and mechanisms that can allow a clear improvement in HRM, but they are not effectively applied in practice. There are several reasons for this state of affairs: sometimes it is the lack of will on the part of local government officials to adopt measures that are sometimes restrictive, opposing their immediate interest, or the people responsible for implementing these measures do not master them sufficiently. This is how the mechanisms provided to avoid politicized, fanciful, or anarchic recruitment (job and skills repositories, organic employment framework) have difficulty in being respected even if they could potentially exist from the legal standpoint. In addition, systems related to career management, to the obligation of training and skills development, to evaluation, and many other systems often remain unapplied. It should, however, be noted that this finding applies less to countries where staff management is entrusted to specialized bodies. It can thus be concluded that the management of human resources in local administrations in Africa does not always suffer from a lack of professionalization strategies or mechanisms: then management of human resources also suffers from the problem of their effective implementation. It is therefore important that measures to facilitate real ownership of these tools or systems, very often developed by the central administration, be taken and that their implementation at the local level be subject to rigorous monitoring and constant support.

II- Towards an evaluative approach based on Standards of Excellence in Human Resource Management within African Local Governments

To carry out their missions and achieve performance, local government, as key entities for local development, social inclusiveness, and guarantee of local service, do need a professional, responsible, effective, efficient, agile and efficient administration. The achievement of sustainable development in its various dimensions (social, economic, cultural, and environmental) depends on the establishment of inclusive and democratic governance.

Furthermore, while SDG 11 calls for cities and human settlements to be inclusive, safe, resilient, and sustainable, and SDG 16 aims to promote peaceful and inclusive societies, the access to justice for all, and the establishment of effective and accountable institutions at all levels, SDG 8 involves the promotion of stable and inclusive economic growth as well as employment and decent work for all.

To be part of such a positive momentum consisting in materializing these sustainable goals requires a professional territorial administration, which is efficient in terms of effectiveness and efficiency, and a responsible one. This requirement implies the establishment of a ***modern and efficient HR management system within these entities***, characterized at least by:

- ✓ A supportive local institutional environment (*Enabling Environment*), in terms of perception, image and positioning (*This is a Local Government where I want to make my career!*);
- ✓ An attractive and motivating status, in terms of rights and duties;
- ✓ Forward-looking management of jobs and skills, by predetermining and controlling human resource needs, analyzing and qualifying positions, developing job and skills repositories, etc.;
- ✓ A skills-based approach, through the establishment of procedures for recruitment, training and capacity building, monitoring and evaluation of HR oriented towards the quest for performance;
- ✓ Appropriate working conditions, in particular in terms of adequate remuneration, material benefits, adequate physical and social working environments, and other incentives;
- ✓ Taking into account and mainstreaming diversity (women, young people, people with disabilities, migrants, the elderly, etc.);
- ✓ An appropriate learning, training, and capacity building policy, when taking up a position and throughout the career;
- ✓ A budget allocated annually for learning, training, and capacity building;
- ✓ The existence of professional networks;
- ✓ A social dialogue between the employer and the staff representatives, that is institutionalized and structured, etc.

To support and upgrade Public Administrations in the European Neighborhood countries and in Eastern European countries, the Organization for Economic Cooperation and Development (OECD) and SIGMA (a joint initiative of the OECD and the European Union, mainly funded by the European Union) have developed Principles for Public Administration, as they consider:

“A well-functioning public administration has advantages and benefits both for individuals and the State. First, it enables governments to achieve their policy objectives and ensures proper implementation of political decisions and legal rules, and therefore promotes political efficiency and stability. Conversely, poor public administration causes delays, inefficiency, uncertainty, corruption, and other forms of maladministration, which lead to citizens’ resentment, disappointment, resistance, and protest against the State and its institutions. These undermine the legitimacy of the government and can lead to a failing State. “

Second, the importance of public administration for the development of the economy is internationally acknowledged”.

Source: OECD-SIGMA. The Principles of Public Administration: A Framework for the ENP (European Neighborhood Policy) Countries, www.sigmaweb.org; sgmaweb@oecd.org, page 6).

According to this same source, it is noted that the European Commission has agreed, for its part, on a General definition of public administration comprising six essential areas, namely:

1. A strategic framework for public administration reform;
2. Policy development and coordination;
3. **Public service and human resource management;**
4. Accountability;
5. Service delivery;
6. Public financial management.

The field of public service and human resource management is therefore a key component of any public administration, regardless of the level of governance in question.

The function of personnel management or administration has evolved over time at the level of the national Governments and their subdivisions, including in Africa and at the level of the Local and Regional Governments. It is now known as '**Human Resources Management (HRM)**' covering a strategic dimension and a broader notion, going beyond administrative management to include the management of the organization's Human Capital as well as the activities associated with it (Source: *Thévenet, M. et. Al, HR Functions - Policies, jobs and tools for human resources. 3rd edition, Paris, Pearson Education France, 2012, 525 p.*).

For Patrice Roussel, HRM is defined as follows: "HRM is the set of activities that aim to develop the collective efficiency of people working for the company. Effectiveness being the extent to which objectives are achieved, HRM's mission is to lead the development of human resources in order to achieve the company's objectives. The HRM defines the HR strategies and resources, the organizational operating modes and the support logistics in order to develop the skills necessary to achieve the company's objectives".

HRM contributes, in fact, to the optimization of the functioning of organizations through the promotion and the realization of an effective allocation of human resources, the mobilization of potentials and the meeting of individual and collective aspirations around the growth of the organization and the full development of its Human Capital.

Local public administration must be based on a well-designed and well-managed public service as well as professional and competent human resources. The scope of the territorial public service must be clearly defined and effectively applied, so that the political and legal framework as well as the institutional system of the public service are in place.

Sound human resource management (HRM) of the territorial public service does not only depend on the use of modern HRM tools and techniques, but also on a sound policy, on the legal basis, and the institutional system. A strategic policy of HRM in the territorial public service must be encouraged, because it makes it possible to make decisions concerning the direction of the evolutions and concerning the methods to achieve the desired goals. A sound strategy is also the basis for planning legislative changes. Adequate legal provisions, covering the right scope of the public service, and an effective institutional system, are the basis for the effective and efficient functioning of the territorial public service. The right legal system and institutional framework facilitate a step-by-step evolution of the organizational culture.

The professionalism of the public service must be ensured by good management standards and good practices in the management of human resources.

The recruitment and dismissal of territorial civil servants on the basis of merit is of crucial importance to ensure a sustainable merit-based territorial civil service, which is necessary to develop and implement policy as effectively as possible, regardless of the government in place. Non-partisan public servants are able to deliver results and can be accepted by their political superiors if they have undergone competitive, open and merit-based selection. Clear, merit-based dismissal rules are also important to ensure a sustainable, merit-based local government service. When local government changes, it is essential that there is a sufficient level of protection for civil servants to ensure the continuity and proper functioning of local and regional government.

Good recruitment procedures are a necessary condition for the establishment of a professional local civil service, but they must be accompanied by other HRM instruments, including remuneration, performance evaluation, training and career development, integrity measures, and disciplinary procedures. These instruments are necessary not only to attract employees to the local public service, but also to retain and motivate them to achieve the goals set by the Local and Regional Public Institutions.

In order to move towards a more qualitative approach to assess the state of Human Resources Management in Local and Regional Governments in Africa, UCLG Africa will use a series of internationally recognized standards, while drawing on existing experiences, taking into account the specificities of Local Governance and situating local public administration in its current global and African context.

HRM Standards at the Subnational level

Standard 1: The existence and implementation of political, legal and institutional frameworks for the Territorial Public Service.

1. There is a defined policy for the improvement of the territorial civil service, within the framework of relevant strategies (e.g., Government Program, subnational public administration reform strategy), with clear and coherent measures for its implementation.
2. A legal framework regulates the territorial civil service: the details are specified in laws and regulations to allow flexibility in the system and adaptability to changing needs. This legal framework must be consistent with the principles of administrative law, such as legality, reliability and predictability, non-discrimination, equal opportunity, promotion of merit, openness and transparency, accountability, effectiveness and efficiency.
3. Local government regulations, including recruitment, promotion and dismissal, exist and prevent direct or indirect discrimination.
4. The institutional system allows for consistent and effective human resource management practices throughout the local government system, and the legal framework is applied in practice.

Standard 2: The Autonomy of Territorial Communities in terms of HRM, organization and functioning of local public administration.

1. The political responsibility of the LGRs for the Territorial Civil Service is clearly established in the legal framework governing the country's Decentralization.
2. The LGRs are responsible for the establishment and organization of their local administrative services.
3. The scope of the legal framework regulating the territorial civil service is clearly defined.
4. The structures in charge of HRM at the level of the LGRs exist at the level of the Organigrams of these entities and have a strategic positioning.
5. HRM managers are competent and have a high degree of professionalism.
6. Recruitment and career management of LGRs staff are the responsibility of these entities, through their elected Councils and/or Council Chairmen.

Standard 3: The entire recruitment process for territorial civil servants, including for management positions, is based on merit and equal treatment; the criteria for demotion and dismissal are explicitly stipulated in the legislation and limit discretion and arbitrariness.

1. The recruitment and selection process in the civil service, whether it is internal or external and regardless of the category/grade of civil servant, is clearly based on merit, equal opportunity and open competition.
2. Recruitment and selection boards exist and include people with the expertise and experience to assess different sets of qualifications and skills in candidates for local government positions.
3. The recruitment process is not driven by political considerations.
4. Protection against discrimination of applicants for the Territorial Public Service positions is ensured.
5. The consideration of Diversity and Gender in the recruitment process is guaranteed and implemented.
6. Local public employment is based on objective and transparent criteria, including discipline, sanctions, demotion and termination of employment.
7. The legal requirements for the recruitment process are effectively applied.
8. New recruits are provided with an Organization Kit (Board composition, Organization Chart, Code of Conduct, Rules of Procedure, etc.) upon arrival.

Standard 4: The remuneration system for civil servants is based on job classification; it is fair, transparent and scalable.

1. A fair and transparent remuneration system, which includes a salary classification based on the job classification system, is put in place and the relevant provisions are put in place and respected in practice.
2. Allowances and benefits in addition to salary (eg family allowances, rent, training, language allowances, in the event of illness, maternity or work accident) are established and effectively applied.
3. The discretion given to directors to allocate the various elements of salary, allowances and benefits to territorial civil servants is limited, in order to ensure fairness, transparency and consistency of the overall salary.
4. The civil servants' remuneration system establishes reasonable conditions for recruiting, motivating and retaining civil servants with the required skills.
5. The LRGs are working to set up incentive systems to attract and retain talent (means and working conditions: office, office supplies, computer, telephone, bonuses, availability of space for catering, documentation centers and bookstores, transport, toilets for men and women, nurseries for the children of civil servants, social works, etc.).

Standard 5: A Jobs and Competencies Referential (JCR) is developed and respected and a system for monitoring its implementation is put in place.

1. Business processes and support processes are identified and listed.
2. Job descriptions are established, respected and updated periodically.
3. The HR department within the LRG oversees the development, management and supervision of activities relating to compliance with the JCR.
4. Periodic evaluations are carried out.
5. HR audit assignments are carried out periodically.

Standard 6: A Training and Capacity Building Plan is put in place and updated, continuous training is carried out and a follow-up of skills development is put in place, supported by an appropriate Budget.

1. A strategy for integration, training, skills development and capacity building is developed and implemented by the HR services of the LRG, in accordance with the vision and orientations of the National Strategy developed and implemented for the Local or Regional Government.
2. A budget of at least 2% of the payroll is allocated to this training, skills development and capacity building strategy.
3. This Strategy is based on an analysis and collection of the needs of civil servants, employees and agents.
4. The Training Plan includes: integration/initiation training, continuing education and training according to expressed needs.
5. Ongoing training is periodically scheduled and carried out and a system for evaluating training actions and a system for reporting is put in place.
6. A change management system is put in place and awareness-raising actions are initiated.
7. A master plan for continuous training and capacity building is drawn up.

Standard 7: The Local or Regional Government has a Diversity and Gender integration plan and actions are taken to fight against Gender stereotypes or discrimination.

1. A Diversity and Gender Mainstreaming Plan is developed and implemented.
2. Gender-specific data on the Local or Regional Government staff are available.
3. Structures, infrastructures and equipment are put in place for the integration of Diversity and Gender.
4. Gender stereotypes are identified and measures against these stereotypes are taken and implemented.
5. Rigorous monitoring of the Diversity and Gender integration plan is carried out and periodic reports are drawn up and distributed.

Standard 8: A Human Resource Management Information System (HRMIS) is developed and implemented, and dedicated staff are well trained to operate it.

1. The Local or Regional Government has adequate technical infrastructure in terms of information systems, and applications relating to HRM are developed and implemented.
2. The staff of the Local or Regional Government is well trained in the use of the HRMIS.
3. The HRMIS allows the development of Dashboards relating to all HR functions, as well as reliable databases, updated periodically.
4. The control of HRM practices in the territorial public service is operational and audit reports are produced.

Standard 9: Measures are put in place to promote integrity, prevent corruption and enforce discipline and ethics in the territorial public service.

1. There are effective and adequate legal provisions, institutional arrangements and instruments to promote integrity and prevent corruption in the territorial civil service.
2. The Local or Regional Government has a Code of Conduct and Internal Regulations brought to the attention of all Staff.
3. The fundamental principles of the disciplinary procedure and the main stages of the procedure are established to ensure its consistency throughout the territorial public service.
4. A list of disciplinary sanctions is drawn up to guarantee proportionality between the misconduct and the corresponding sanction.
5. Measures are taken to avoid conflicts of interest.
6. The provisions relating to integrity, discipline and the prevention of corruption are respected in practice.

Standard 10: A Social Dialogue with the Staff Representatives is institutionalized and structured

1. Recognition and dialogue with staff representatives regardless of their function and grade.
2. Creation of appropriate spaces to conduct Social Dialogue between the different actors and stakeholders.
3. Recognition and implementation of various types of exchange of information and consultation, negotiation, regulated expression of conflicts, joint management of institutions and co-determination, between employers' and workers' representatives - whether or not involving the State and Local Authorities - on issues of common interest to them in economic, social and financial matters, or related to public policies or planned reforms.
4. Facilitation of the participation of the Social Partners representing workers and employers.
5. The constitution of the Social Partners as structured actors, giving the opportunity, depending on the issues, themes and places, to other actors (tripartism by including the State, and quadripartism by including for example the State and another Local or Regional Government).

Standard 11: A Performance Assessment Action Plan is developed and implemented.

1. The Indicators of performance in HRM are developed and implemented.
2. The Staff is trained to embrace a Performance Culture.
3. The dashboards for the different HRM processes are developed and implemented.
4. An annual Staff performance report is developed and published.
5. The different recommendations of the report are taken into account and implemented.

Standard 12: Measures, mechanisms and initiatives are taken and implemented for the recognition of Merit

6. The Local or Regional Government provides moments of recognition when the employee retires.
7. Civil servants receive forms of recognition for their performance and excellence.
8. The Local or Regional Government shall ensure that innovation, performance and excellence are valued and rewarded to create an environment of healthy and constructive competition among the employees.