

Human resource development: The ANPE's *Centre de Perfectionnement et Reconversion* - CPR (Professional Development and Retraining Center) is an instrument for the consolidation of jobs and the enhancement of the employability of jobseekers.

The mission of the National Employment Agency (ANPE), the public employment service (PES) of Mali, is to contribute to the implementation of the national employment policy through, in particular, the promotion of employment (paid and self-employment), the consolidation of existing jobs, the support of employers or companies in their staff recruitment process to meet their needs and enhance the employability of jobseekers. To do this, the Agency counts with the Professional Development and Retraining Center (CPR / ANPE).

The CPR provides skills or modular training and diploma courses in evening classes in particular. In addition to its management, located in front of the former Primature (current headquarters of the High Council of Authorities - HCC), the CPR has branches (Regional Centers) in Kayes, Sikasso, Segou, Mopti and Gao. Thus, each year, the CPR receives hundreds of students in various courses. Access to the center is based on entrance examination usually organized during the long school holidays. It is reserved for workers in the private and parapublic sectors. Registration is subject to the prior agreement of the employer who thus trains his employee for the purpose of improving or retraining in order to keep his job or to meet a need for redeployment within the company.

1- The CPR

The Professional Development and Retraining Center (CPR) was created on June 29, 1966, within the former National Manpower Office (OMO), to ensure the development of agents of private companies contributing to the Social Security Fund (INPS). It is an institution of the National Employment Agency (ANPE) and in line with its departments, the CPR evolves both as a design and operating structure by carrying out its tasks.

After having worked for decades within the former OMO / ONMOE, under the status of specialized service managed by a Director appointed by order of the Minister of labor, the CPR passed under the control of a department of the ANPE after the creation of this institution in 2001.

Fitted with an advisory body (development council) and an administrative and management body (management), now the missions of the CPR are found in deliberation no. 11-014 / CA-ANPE and the decision No. 12-067 / ANPE.



The building housing the CPR/ANPE in Bamako

2- A development tool for companies and jobseekers:

In accordance with the above-mentioned administrative acts, the CPR's mission is to organize continuing education by improving and retraining active agents of the public, paraprofessional and private services and the mentoring of any group seeking continuing education.

The implementation activities of this mission are linked to the Immediate Strategic Objective N ° 5 of the ANPE's Strategic Development Plan (PSD 2016-2020) currently being implemented.

Professional development is a continuous training program for active workers in order to acquire new skills related to their jobs, either by obtaining a diploma (diploma course) or by reinforcing work skills without a diploma (skills training).

As for retraining, it involves continuing training for active workers, with a view to acquiring new skills for another job, with or without a diploma.

It should be noted that the diploma course is the advanced training or retraining that entitles the holder to a diploma recognized as such by the State; while (modular) skills training is that retraining or retraining course that does not qualify with a diploma.

3- Fields of competence and some achievements of the CPR:

The CPR has the following training courses on offer:

- The diploma course (license, master, doctorate - LMD) leading to professional degrees in Human Resource Management, Management Assistant, Finance Accounting, Business Informatics;
- The diploma course (in connection with the Professional Association of Banks and Financial Institutions, APBEF) leading to a Brevet Professionnel de Banque (Professional Banker Certificate), equivalent to a DU (Diplôme Universitaire de Technologie) or BTS (Brevet Technique Supérieur) in Finance/Banking, also eligible for the entry examination at the Institut Technique de la Betterave (ITB) of Paris to obtain a DESS / Master Professional degree;
- The diploma course of technical and professional secondary level to obtain the Brevet de Technicien (BT1, BT2) of the National Education;
- Skills training (modular) in connection with the Permanent Assembly of the Chamber of Trades of Mali (APCMM) and its divisions for the practitioners of trades;
- Skills training (modular) a la carte upon companies' specific and individual requests, co-organized with them;
- Skills training (modular) started and financed by the ANPE budget for employees of member companies of the National Council of Employers of Mali;
- Skills retraining course (modular) for victims of work-related accidents or occupational diseases, for their redeployment in companies;
- Skills retraining course (modular) for the reintegration of redundant workers following redundancies due to economic reasons;
- Skills development training and retraining (modular) provided by the ANPE's structures or any other external structures;
- Computer skills induction and development training (modular) for the enhancement of the employability of jobseekers and workers.

In figures, the achievements of the CPR (in Bamako, regional centers and all the computer rooms) can be viewed mostly in the training enrollments compiled in the table below, from October 2012 (2012-2013) to July 2019 (2018-2019).



The partnership between the ANPE and the private sector aims to promote employment and fight against poverty in Mali

Table: enrollment to CPR diploma and qualifying training courses and all ANPE sectors - by training course and academic year from 2012-2013 to 2018-2019 (July 2019)

Academic Years	Types of training courses			Total enrollment
	Skills/Computer CPR/Computer rooms	Skills/TRE	Diploma	
2012-2013	864	602	612	2 078
2013-2014	930	610	643	2 183
2014-2015	1 681	641	650	2 972
2015-2016	1 608	641	630	2 879
2016-2017	1 499	330	540	2 369
2017-2018	1 564	492	564	2 620
2018-2019 (end of July 2019)	2 234	375	490	2 326
TOTAL	14 071		4 129	17 427

The results below are significantly improved by taking into account the skills training courses in line with the different trades through the CPR and the regional offices, from 2013 to 2019. These figures are not final, but we can identify already the trades that will benefit from said training courses.

These are electrical installation, electromechanical, tiling, carpentry, metal joinery, auto-mechanics, motorcycle-mechanics, photovoltaics, semi-industrialized soap works (saponification) etc.

4- Impact of the CPR achievements for companies and their agents

As an illustration of the scope of the CPR's achievements for companies and their agents, notwithstanding any evaluation study, we can retain the following:

a- Recognized competences of agents trained in professional licenses (LMD) at the CPR:

• In Human Resources Management:

Four year groups of agents trained are now competent and able to assist the Director of Human Resources in specific areas, in order to:

- Recruit staff;
- Manage staff and payroll;
- Manage careers;
- Ensure workforce monitoring;
- Manage collective relations within the company;
- Inform and communicate.

All are high-level technicians / middle managers with dual job management skills (recruitment, forecast management, training management ...), in a department, company or organization involved in the management of jobs or payroll and able in particular, to:

- Master techniques and tools for managing jobs, payroll and formalities related to the administrative, accounting and social management of HR;
- Manage tools for analyzing staff movements and predict their impact on the payroll;
- Control the particular payrolls related to the different sectors of activity and the relations, including computerized ones, with the social organizations;
- Manage profit-sharing and incentives, company savings plans and planning;
- Assist in the implementation of management tools such as skills benchmarking, social audit, audit, etc;
- Assist in the implementation of the business project and in the culture and corporate identity analysis.

• In Finance Accounting:

Four year groups of agents trained now competent and with a comprehensive vision of the accounting and financial management needs of mid-sized companies are capable of:

- Developing relevant management tools adapted to industrial and services SMEs, both for cost measurement and economic and financial performance management;
- Becoming men of management dialogue at the service of leaders in decision-making and evaluation of results.

All are high-level technicians / middle managers who can perform the following three main functions:

Management of the accounting and financial production of SMEs-SMI, relating to:

- Applied knowledge of the financial accounting of corporations and companies;
- In-depth knowledge of the management criteria of SMEs;
- Applied knowledge of accounting and management control applied to SMEs;
- Mastering methods and tools for producing financial and accounting documents and reports (annual balance sheet, income statement, cash flow, taxation, tax reports, etc.).

Coordination between management and SME-SMI control strategies, focusing on:

- Knowledge of the principles of SME-SMI strategic management;
- Control of the relationship between the fiscal and financial management indicators and their impact on activity;
- The ability to offer accounting, fiscal and financial solutions consistent with managerial choices;
- The ability to propose new solutions for managers to choose different options for economic and strategic development.

Communication and accompaniment of managerial management choices, concerning:

- Knowledge of the models of management indicators and of fiscal, financial and accounting follow-up;
- Mastering communication techniques and media used to present management results in relation to the management choices of SMEs and SMIs;
- The ability to argue the fiscal and financial choices of the company;
- The ability to continuously control and monitor company developments (monthly and quarterly production, monitoring indicators ...).

- **As a Management Assistant**

First year group of agents in training, for a dynamic and rich professional world in SME, to become:

- Employees of companies able to master administrative, accounting and fiscal, human resources and communication techniques;
- Staff managers with good knowledge of social legislation, in SMEs or law firms. These agents will have skills covering the following areas:
- Business management;
- Management;
- Managerial assistance.

- **In Business Informatics:**



Awarding of computer training certificates and fight against cybercrime to armed forces, security and civil protection agents in Koulikoro.

First year group of agents in training, for a dynamic professional world, in line with the evolution of existing professions, mastering information technologies:

- Middle managers able to analyze situations, to master the computerized management systems of organizations.
- Computer scientists who are operational and competent in the various areas SMEs-SMIs business informatics, including, in particular, new technologies with the mastery of development tools in business informatics / databases and networks, communication means and English, and an analytical and design mindset.
- Agents with theoretical knowledge, professional knowledge, know-how such as managing the "information" resource, managing a project, playing a pedagogue role vis-à-vis the users of the computer tool.

b- Desirable competencies of bankers awarded with the Professional Banker Certificate

A highly professional training course for bankers and other insurers in Mali is exclusively offered at the CPR in partnership with the Professional Association of Banks and Financial Institutions.

Since 1975, workers in banks, financial institutions and insurance companies belonging to the same industry have partnered with the ANPE, towards the improvement and conversion of the Professional Banker Certificate (BPB). The ANPE, which's motto is stability and promotion of employment for the consolidation of jobs, has set up a single branch at its center in Mali to offer the best opportunities for the development and retraining of agents of this very influential industry, which is highly sensitive to the state of the modern economy.

Agents trained in the BPB course of the CPR are considered as points of reference by all investors and knowledgeable financial professionals. They are able to carry the word of the bank in all circumstances of professional requirement, to address challenges and to meet the daily challenges of the banker. The agents trained at the CPR are always labelled as "ambassadors" and sometimes as "models", "control towers" and even "gray matters" in their workplaces.

Without overlooking the advantages showed by an evaluation study on the impact of the training courses for this sector, the BPB of the CPR is respected nowadays in Mali and in all the countries in which nationals are trained in the seminars organized in Africa by the ITB Paris. This is shown by the bank's performance, the quality services provided to the clients, and the consistently decent rankings in the ITB examinations of CPR BPB holders.

Everyday efforts of the CPR and the APBEF are focused on the maintenance, the constant adaptation and the improvement of this industry. This is the purpose of the two phases of the end-of-year and end-of-cycle evaluations of the BPB: written tests and then oral tests; with a strong emphasis on the latter through its multidisciplinary juries and the very high coefficient of its averages.

5- Direct impact of CPR achievements on jobseekers and workers:

- **Direct impact of the skills training courses:**

-A jobseeker trained in office automation / computer science at the CPR or in a computer room in the region is a strong and confident candidate to face his successive recruitment tests until the achievement in the pursuit of his quest.

Without a notice, nor release communicated through the usual formal channels, the information about receiving training in computer science with the CPR is passed by word of mouth. At the end of a calendar year, applications for this training far exceed six hundred (600) in Bamako, reaching three hundred (300) in certain administrative regions of Mali.



Training session for 60 tricycle drivers on traffic regulations and civic engagement in traffic provided by the ANPE

The skills training courses in computer science provide jobseeker participants with the techniques and skills necessary to effectively conduct their job tasks in Windows environment and in Microsoft Word and Excel as well as the Internet. At the end of the course, participants receive either an initiation or development certificate according to the target groups.

-Workers can benefit from the same induction or advanced training courses in office automation / computer science at the CPR and in the computer rooms of the ANPE regional offices.

In practice, when training requests target different levels, they cannot be met during the same types of session: the requested induction is met through an induction training session; as for the improvement requested, it is met in an advanced training session.

The scope of the various skills training courses for the beneficiaries (jobseekers, workers) can be seen in the performance of individual and collective tasks or in the performance of professional responsibilities, whereas the scope of diploma courses goes beyond. Especially with regard to our auditors workers in diploma training.

- **Direct scope of diploma courses at the CPR:**

For a worker, following a training course and having a diploma is even more rewarding in intra-company relations, external representativeness of the company, in society among his own. It is very beneficial to the career plan. Having the Professional Banker Certificate or the Professional License of the CPR, both signed by the Director General of the ANPE and the Minister in charge of employment.

This way, for the beneficiary the way is open to reclassifications and salary increases, promotions, the extension of retirement age, take precedence over colleagues without a higher degree or qualifying diploma.



End of a training session for scholars of the ANPE – PROVEQTÛS program for the enhancement of employability of young jobseekers

That is why, before the annual opening of competitions to recruit auditors at the CPR in Bamako, its offices receive visitors for collections and cross-references of information on the deadlines for applications, the required documents, the subject areas of the competition, and the failing marks.

Therefore, the usual rush for the submission of applications, the race against the clock, the collection of required documents become the daily lives of the concerned and their relatives.

And who says it is not fair enough? This is indeed a cycle of three (03) years of training at the CPR finished with a flourish.

In conclusion, we can say that the enthusiasm of the employers, through the support and the assistance of the National Council of the Patronat of Mali (CNPM) and its members, indicates their confidence and the earnestness of the training provided by the CPR. Hence, the motto of the ANPE to do a little more every day to strengthen this trust and support, the fundamental purpose of the agency. This is because the private sector is our first and main partner on the labour market. This is why the agency is working tirelessly to make it more dynamic and efficient for a strong economy and sustained growth.

Source: CPR/ANPE