



# AAPAM NEWSLETTER No 25

Secretary General  
P. O. Box 60087  
Addis Ababa  
Ethiopia

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## LETTER FROM THE PRESIDENT

Dear AAPAM Fellow

Although news in the mass media concerning Africa might not be as grim and as scaring as it was three years ago, it does not mean that the African condition has had a let-up and that we should now sit back and relax. The fact of the matter is that africa's condition is still very perturbing, the economies are in bad shape, the debt is rising and food supplies are not yet adequate despite the fact the drought did abate in many of the countries. There have been numerous conferences, seminars and workshops to examine the nature and state of that condition and volumes upon volumes of books and documentation do now exist. What is needed now is not another forum aimed at diagnosing the problems, we do know them very well. We should now be directing our attention to the solutions and strategies for implementing the solutions.

As we meet in Gaborone, therefore, we should heed

this point and avoid spending valuable time and resources discussing, once again, the nature and character of Africa's condition. We should endeavour to address ourselves to the course of action that needs to be taken to get Africa out of that condition. As professionals in public administration and management our interest should be in identifying what should happen to the management and public administrative systems of Africa in order for them to contribute effectively in changing that condition for the better. For sure AAPAM, as an organization, has devoted the last twenty five years towards that goal. But the fact that African public administrative systems are still inadequate and are, in part, to blame for the dismal condition of Africa, is an indicator that we have not done enough. Let us resolve, as we celebrate the Silver Jubilee of AAPAM's activities to be more vigorous, vigilant and methodical in contributing to the improvement of the performance of Africa's public administration and management systems.

On another matter, I would want to remind members that this newsletter does not belong to the secretariat but to all of us. Its richness, therefore, will be a function of the extent to which we keep the secretariat informed as to developments in our respective countries and organizations. Please, therefore, send in news, short articles and views regarding developments within your country and organization and the secretariat will ensure it gets into your newsletter. Let us make our newsletter informative.

Yours sincerely,

William N. Wamalwa  
President of AAPAM

HIGHLIGHTS FROM THE WORKSHOP  
ON OPTIMAL UTILIZATION OF  
MANAGEMENT CONSULTANTS  
Arusha, Tanzania 16-21 August 1987

In the May-August Newsletter we announced the holding of an AAPAM sponsored workshop to take place in Arusha, Tanzania from 16 to 21 August 1987. The workshop was to have brought together senior policy level personnel from African public service organizations who use consultants, representatives of indigeneous management consulting firms as well as observers from aid and donor agencies, to discuss barriers to effective utilization of consultancy resources and how to overcome such barriers in the future.

The workshop took place as scheduled and brought together a total of thirty five participants from 13 countries representing the three categories of organizations already refered to. It was opened by the Principal Secretary to the President of the United Republic of Tanzania, Ambassador Paul Rupia. In his opening speech Ambassador Rupia highlighted the economic problems facing Africa which included depressed commodity prices, rising costs of imports, heavy external debt service obligations, restricted access to markets in developed countries, stagnant or declining flows of development assistance and low rates of food production amid rapid population growth. The multiplicity of these factors resulted into severe foreign exchange crisis affecting all sectors of the African economies. Yet Africa ended up exporting

more foreign exchange than we could import for purposes of food imports, machinery, spare parts as well as consultancy and professional advice.

Ambassador Rupia challenged the workshop to realize that, in the final analysis, the initiative for solving our problems has to come from ourselves, based on our ideas and resources.

However, he pointed out that despite the increasing number of indigeneous consultants in Africa, the impact of management consultancy on the development process had been minimal and that it was in part, due to ignorance on part of policy makers, managers and administrators on the range of consultancy services available as well as the failure of indigeneous consultants to make themselves known. The answer to the problem, Ambassador Rupia concluded, was not to despair but to improve the utilization of local resources for structural change and development.

The opening ceremonies were, during the next four days, followed by four working plenary sessions as follows:

1st session: Presentations on Management Consulting

2nd session: Presentation on the State of Management Consulting in Africa

3rd session: Experiences of Users of Management Consultancy

4th session: Discussions of Experiences by Suppliers of Consultancy Services:

- a) Private Suppliers
- b) Public Suppliers

The fifth session of the workshop was devoted to discussions, in three syndicates, focusing on developing recommendations in three areas:

- :Improving of activities of public suppliers of consultancy services.
- :Improving the activities of private suppliers of consultancy services.
- :Improving capability of users of consultancy services.

The final session was devoted to discussing the reports by syndicate groups making a number of conclusions as well as adopting a number of resolutions and recommendations to African governments, donor agencies as well as African consulting organizations. The conclusions and resolutions passed included:

1. The existing practice of making extensive use of foreign consultants, especially, in strategic and highly sensitive areas, does not square with the doctrine of collective self-reliance and it should be discouraged therefore.
2. In order to ensure optimum utilization of indigenous management consultants, their actual and potential contributions should be brought to the attention of beneficiaries of consultancy services, i.e. government and private sector organizations.

3. It was noted that while it is necessary to publicize the activities of indigenous consultants (through advertisements in reputable journals, and in brochures), due caution should be exercised to guard against making extravagant claims, undercutting or misrepresenting the positions of competitors, and adopting unethical marketing techniques.
4. To enhance the credibility of the management consulting profession, there is an urgent need for the establishment of National Management Consulting Councils empowered among other things, to lay down codes of conduct; enforce the codes of conduct; register, accredit, and discipline management consulting practitioners and/or firms; monitor and regulate the fees chargeable for certain categories of services; and generally protect the image of management consulting practice.
5. To improve the productivity of organization, management in both the public and private sectors need to establish Key Results Areas and performance indicators. They (the managers) therefore require training in performance measurement and performance improvement. They also need to maintain a rosta providing up-to-date information on locally available management consulting capacity.
6. For their own part, the management consultants need to close whatever credibility gap might

be perceived by their clients. In particular, the consultants need training in the methodology of process consulting, report-writing, presentation and follow-up, project costing and time-tabling, use of computers, management auditing and management services.

7. The position of management services units in government could be strengthened in a variety of ways, notably, through high-quality consulting work; through the recruitment, training and motivation of first-class personnel and through high-level political backing as well as the location of management services units in a strategic resource-controlling arm of government.
8. In embarking on projects involving external technical/financial assistance, the recipient countries should ensure that the Memorandum of Understanding signed with the donors explicitly spell out the role of indigenous consultants in the execution of the project.
9. In pursuit of the objective of self-reliance as incorporated in the Lagos Plan of Action, the Final Act of Lagos, and the recent African Priority Programme for Economic Recovery, AAPAM should enter into discussions with the ECA and the OAU with a view to bringing senior policy-makers and indigenous consultants together and mapping out the contributions of indigenous consultants to Africa's economic recovery and development efforts.

10. AAPAM should further liaise with African governments with a view to encouraging them to initiate or activate policies aimed at enhancing the status of management consulting in general, and of indigenous management consultants, in particular.
  
11. Pending the establishment of a regional body performing general, clearing-house functions in the area of management consultancy, AAPAM should coordinate arrangements pertaining to research, training, publications, information and reference material on management consulting and continue to promote training and exchange of experiences among indigenous African consultants. In this regard, a task force consisting of AAPAM, representatives of governments, and representatives of the Consulting Community should be set up to see to the implementation of this recommendation.
  
12. Donor agencies selection criteria to be improved and their claim to improve the situation should be practical.

The workshop was formally closed at 10:30 p.m. on 20 August 1987 by the Vice-President of AAPAM, Professor Kwame Adjei, who presided at the final session.

#### Achievements of Workshop

The objective of the workshop was to promote the sound utilization of consultancy resources by dealing

with the barriers, constraints and bottle-necks to that process which, in part, are a function of misperceptions by top level public service personnel concerning consultancy services.

The extent to which this objective was realized was to be measured by participants comments during the evaluation session as well as after workshop follow-up to be conducted later.

The discussions during the main sessions of the workshop as well as in the concluding session clearly indicate that the workshop helped many of the participants (senior policy people especially) understand properly what the consultants can do and cannot do and what the user ought to do to get the best out of them. Frank exchanges ensued as to why, for example, foreign consultants are preferred over local consultants.

An unanticipated result was the attendance by women at the workshop. Without going out of the way to request governments to nominate women, it is significant to note that three women were nominated out of a total of 10 nominees by African commonwealth countries. It is also worth noting that their contribution was significant.

IX AAPAM ROUNDTABLE CONFERENCE; GABORONE, BOTSWANA,

30 NOVEMBER - 5 DECEMBER 1987

THEME: ECONOMIC CRISIS, STRUCTURAL ADJUSTMENTS  
AND PUBLIC ADMINISTRATION IN AFRICA

Preparations for the roundtable conference, which will also include celebrations of AAPAM's activities Silver Jubilee, are well underway. The conference is scheduled to be opened on Monday morning of 30th November, 1987 by the President of the Republic of Botswana, His Excellency Dr. Quett Masire. Responses to the invitations have been good; altogether about 70-80 participants, from about thirty countries are expected to attend. Most people who were commissioned to write lead papers did so and we expect a total of about 15 papers, altogether. Officials from the Directorate of Public Service Management of the Government of Botswana have been working around the clock to ensure the conference will be a success.

To mark the Silver Jubilee the AAPAM Executive Committee has invited a number of AAPAM founding fathers to the conference and we will be honoured by their presence. We have requested some of them to make a contribution to the theme of the roundtable as well as make some special contributions on their reminiscences of developments in African public administration over the last twenty five years. AAPAM members are urged not to fail to take advantage of the roundtable to learn, first hand, from the founding fathers.

The conference programme is as follows:

Saturday 28th November 1987

- Arrival of Delegates
- Registration
- Distribution of documents

Sunday 29th November 1987

- Arrival of delegates
- Registration
- Distribution of documents
- AAPAM Executive Committee meeting

Monday 30th November 1987

- Morning - Official Opening Ceremony of the Roundtable by the President of the Republic of Botswana, H.E. Dr. Quett Masire.
- Silver Jubilee Activities: Addresses by AAPAM

Founding Fathers

:Presentation of Awards.

- Afternoon - First Plenary Session

:The African Economic Crisis: Its Origins, Character and Impact on Society.

- Evening - Reception.

Tuesday - December 1st, 1987

- Morning - Second Plenary Session

- Adjustment Programmes in Africa:  
The Recent Experiences in Comparative  
Perspective.

Third Plenary Session

- The Role and Scope of State and Government  
Activity in African society.

- Afternoon - Fourth Plenary Session

- The Economic Crisis, Financial and Budgetary  
Constraints and Effectiveness of Government:  
Review and Prospects.

- Fifth Plenary Session

- Economic Crisis, Organization and Structure of  
Government for Effective Governance:  
Comparative Review of Experiences and  
New Perspectives.

Wednesday, December 2nd 1987

- Morning - Sixth Plenary Session

- Impact of the Economic Crisis on the Effectiveness of Public Service Personnel.

Seventh Plenary Session

- The Adaption of Government to Economic Change: Case Study of Ethiopia, Nigeria and others.

- Afternoon - Organized visits.

Thursday, December 3rd 1987

- Morning - Eighth Plenary Session

- The Adaption of Government to Economic Change: Case Studies of Tanzania, Zimbabwe and others.

: Syndicate Session

- Five working groups to discuss and make recommendations on measures for enhancing performance in public service to cope with the crisis.

- Afternoon - Syndicate Session

- The working groups to continue.

Friday, December 4th 1987

- Morning - Ninth Plenary Session

- Reports from syndicate groups and adoption of  
recommendation.

: Closing Ceremonies and Refreshments

- Afternoon - Free

Saturday, December 5th 1987

: Departures.

AAPAM/OSSREA WORKSHOP ON TEACHING AND RESEARCH OF  
MANAGEMENT IN EASTERN AND SOUTHERN AFRICA  
ARUSHA, TANZANIA, DECEMBER 8-10, 1987

The African Association for Public Administration and Management, (AAPAM) and the organization for Social Science Research in Eastern Africa (OSSREA) are pleased to announce the holding of their long planned workshop on the Teaching and Research of Management in Eastern and Southern Africa. The workshop is being held with the assistance of the Friedrich-Ebert-Stiftung of the Federal Republic of Germany and the Eastern and Southern African Management Institute(ESAMI).

The workshop is organized in line with OSSREA's tradition of organizing workshops on the teaching and research of the various social science disciplines in the region and AAPAM's objective of promoting training and research in management and public administration and the two associations' objective of encouraging collaboration among sister organizations.

The objective of the workshop are:

1. To evaluate the role of the management discipline in Eastern Africa.
2. To discuss the teaching of management in the

Universities and Management Institutes with particular attention to the structure, contents and applications of courses and curriculum.

3. To evaluate the contribution of research in management.
4. To discuss the current state and to consider the future of management in East Africa in view of the current economic crisis.
5. To discuss immediate and long terms, areas of cooperation among the departments and institutes of management at country and sub-regional level.
6. To identify gaps in teaching and research capabilities and suggest ways in which they could be improved through in country or sub-regional training with possible support and assistance of AAPAM, OSSREA and other regional and sub-regional institutions.

#### Operational Strategy

Heads and Deans of Institutes and Faculties of Management respectively or their representatives have been asked to prepare papers on the state of teaching and research of the discipline in their countries, for presentation to the workshop. The papers should be published in due course and circulated to interested parties. Some of the major highlights from the workshop will be announced in the next newsletter.

AAPAM PROGRAMME OF ACTIVITIES, 1987

In the January-April, 1987 newsletter we announced the programme of activities for the triennium 1987-89 which had been approved by the Executive Committee. The May-August 1987 newsletter carried information on progress made thus far in implementing that three year programme. We are happy to inform our members and readers that the momentum started in the course of this year will be continued into next year. Our programme will include the following activities:

1. Seminars on Critical Skills in the Public Policy

Process for Top Executives:

Two Seminars: One in April, 1988,  
Banjul, Gambia.

Another in October, 1988  
Mbabane, Swaziland.

The seminars are aimed at enhancing the level of knowledge and skills in policy-making as well as in respect to a substantive policy area, of major policy actors in the policy process, including politicians, senior generalist administrators and administrators of specialized functions. We would aim at sensitizing the policy level participants as to the importance of such training and make them supportive of similar seminars at the national level. We would also aim at transferring the technology to trainers from national training institutions with a view to their conducting similar seminars at the national level. The seminars, therefore, are aimed, on the overall, at enhancing and improving the efficaciousness of the policy processes of African governments.

The AAPAM secretariat will, by January 1988, be contacting our link offices in member countries for nominations. Members may contact us for additional information at our Addis Ababa address. In all cases AAPAM will pay the cost of participation of the selected nominees.

2. Workshop on Optimal Utilization of  
Management Consultants  
August 1988  
Accra, Ghana

This will be the second workshop on the subject to be run by AAPAM, also with the support of the Canadian International Development Agency, (Management for Charge Programme). As was indicated earlier in this newsletter, in our account of the workshop ran in August this year, the workshop is intended to sensitize and provide some knowledge and skills to senior policy-makers and implementors (permanent secretary level personnel) on the optimal use of consultants. It is also intended to provide an opportunity for linking the users with the consultants, so that they can discuss barriers which have hampered effective linkages in the past and how to overcome such barriers in the future.

Participants representing government organizations will be nominated by their governments. Members of consulting organizations (public and private) as well as private organizations which use consultants should write to the AAPAM secretariat and make their nominations. In all cases AAPAM will pay for the costs of participation of the selected nominees.

3. Research Project on Comparative Studies on Administrative Responses to the Crisis Facing Africa: (Second Announcement).

This project will involve five indepth country studies on developments taking place within African public administration in the light of the economic crisis facing Africa. The countries to be focused upon will include, Nigeria, Ghana, Tanzania, Zimbabwe and Ethiopia. The questions to be addressed include:

How has the crisis affected the character and composition of the public service, the organization and structure of government, the character of the budgetary system and budget performance, and efficiency and effectiveness of the service. What reforms are needed if the public administration system has to make a serious contribution to the recovery and transformation of Africa.

The Secretariat has just finalized an umbrella research proposal. Interested researchers will have to develop country level mini-research proposals based on the umbrella research project which can be obtained from the AAPAM Secretariat in Addis Ababa. The selected research teams will be given grants to cover the cost of the research. For further information write to the AAPAM Secretariat in Addis Ababa, P.O. Box 60087, Addis Ababa, Ethiopia.

4. Project on Production of Teaching and Reading Materials in Public Administration

This project was announced in the May-August, 1987 newsletter. Here we repeat that announcement:

Right from the times of the Annual Public Administration Seminars, the precursor to AAPAM as an organization, there has always been an attempt to disseminate and share information among members and beyond. Initially proceedings of the Annual Seminars were printed by host Governments and circulated to All African Governments. By 1975 the Association found it fit to produce standard publications (books) out of a selection of papers presented at the Seminars, later to be renamed Roundtables. Five books have been published and all of them have been commended by their readers for their quality, appropriateness and relevance. Four of the books including, a Decade of Public Administration in Africa, Public Policy in Africa, African Public Services and Ecology of Public Administration and Management in Africa are now being used as teaching materials in Universities and Institutes of Public Administration in a number of African countries.

This development has encouraged AAPAM, not only to continue with the publications of books arising out of conference proceedings as well as research results, but also to commission the writing of books on specific subject matter to fill an existing void in the literature.

AAPAM will, therefore, organize and commission teams of eminent and able practitioners as well as academics to write chapters for books on aspects of African public administration. AAPAM should then facilitate the publication of such manuscripts. Funds for paying honoraria as well as subsidies to publishers are in the process of being mobilized and the first indications seem good.

Work on this project began in August with the convening of a small working group of potential authors and editors

to chart out the themes and areas of focus which the books should focus on and to agree on modalities for the books preparation and production.

AAPAM members who feel they can make a contribution to this project should write to the Secretary-General, AAPAM, P.O. Box 60087, Addis Ababa.

5. Annual Roundtable Conference

As per AAPAM tradition we shall be holding an Annual Roundtable conference on a topic and at a venue still to be decided. We would urge the members who have some ideas on possible themes to cable the AAPAM Secretariat as soon as possible. For those members who will be attending the Roundtable in Gaborone and have some ideas on a possible topic please contact the Secretary-General during the course of the conference.

NEWS FROM MEMBER  
COUNTRIES, CHAPTERS AND  
CORPORATE MEMBERS

1. National Chapters

Many chapters have been dormant not bothering to send communication as to developments taking place within their countries. However, lately we have been able to receive some news from one of the chapters.

In Uganda, we received a letter from the Chairman of the chapter, who is also the Permanent Secretary to the President and Head of Civil Service to the effect that they had, in March 1987, held a general meeting of the chapter at the Uganda Institute of Administration and at that meeting an Executive Committee had been elected. The Executive Committee is constituted of some people in their individual capacities as well as some others who hold the positions ex-officio, by virtue of their positions. It includes:

- Mr. J.H. Obbo - Chairman

Permanent Secretary  
to the President

- Permanent Secretary - Vice-Chairman

Ministry of Public  
Service & Cabinet  
Affairs

- Mr. W.W. Wozzi - Treasurer

- Dr. I. Kabumba - Secretary

It also includes the Secretary for Administration,

Office of the President; the Director, Institute of Public Administration; the Managing Director of Uganda Development Corporation; the Governor of the Bank of Uganda; the Managing Director of Uganda Posts and Telecommunications and the AAPAM Desk Officer, Uganda.

The chapter believes that through this arrangement continuity on the chapter leadership will be assured. AAPAM Secretariat congratulates the new leadership and looks forward to working with them

2. News from Public Administration Systems

1. In Swaziland, Mr. J.D. Ngomezulu, known to AAPAM members as J.D., has retired from the Swaziland Civil Service and thereby relinquished his position as Permanent Secretary, Ministry of Labour and Public Service. Fortunately he has not left public service altogether, he moved aside to become, Managing Director of the Swaziland Development Corporation. We wish him well in his new assignment. J.D. has been succeeded as Permanent Secretary by a very able Accountant, the former Accountant-General of Swaziland, Mr. Fakudze. Since the Ministry is AAPAM's focal point in Swaziland we look forward to working with him.

2. In Kenya the position of Chief Secretary, which had been occupied by Mr. Nyachae for several years, was abolished by a constitutional amendment. The position reverted to its former title of Permanent Secretary/Secretary to Cabinet and Head of Civil Service and the man in post is Mr. J.T. Arap-Lating. Mr. Arap-

Lating has served Kenya as Permanent Secretary for a number of years. We wish him well in his new assignment.

Also at the Directorate of Personnel Management, Mr. B.E. Mwangi has succeeded Mr. P.N. Munene as Permanent Secretary/Director. Mr. Munene has moved to become Permanent Secretary in another Ministry.

### 3. News from Corporate Members

From Eastern Africa we announce the news of the retirement of Professor John Okumu from the leadership of the Eastern and Southern African Management Institute, (ESAMI) where he held the reins for the last nine years and built up the Institute to its present fame and reputation. ESAMI is lucky, however, Professor Okumu's successor is inbred and knows most of the corners of the Institute and the name is Dr. K. Mutukwa, who was Deputy Director-General. A citizen of Zambia, Dr. Mutukwa brings to the leadership of ESAMI considerable academic, diplomatic and administrative experience. We wish both Prof. Okumu and Dr. Mutukwa well.

In West Africa, the Administrative Staff College of Nigeria (ASCON), an ardent AAPAM corporate member, has just changed leadership at the top. Dr. M.J. Balogun, who was Director-General for the past two years, has left to join the United Nations Economic Commission for Africa and he has been succeeded by Prof. Ali D. Yahaya. Dr. Yahaya was Dean, Faculty of Social Science, Ahmadu Bello University. We hope to continue the cordial relationship between the two institutions under the leadership of Prof. Yahaya.

Yet in North Africa CAFRAD's governing organs did appoint, in August 1987, a Director-General having been under the leadership of an Acting Director-General over the last year and half. The new Director-General is Mr. T.K. Basuebabu, a citizen of Zaire. We wish both Mr. Basuebabu and CAFRAD well and hope the cooperation between our two institutions will continue to grow.

NEWS FROM SISTER ORGANIZATION  
THE FIRST  
OSSREA  
SOCIAL SCIENCE RESEARCH  
COMPETITION FOR  
EASTERN AND SOUTHERN AFRICA

The Organization for Social Science Research in Eastern Africa (OSSREA) established in 1980 has just announced the launching of a research competition programme aimed at encouragement and promotion of research in the social sciences on issues of interest and relevance to the sub-region, by offering a limited number of grants. Proposals may be submitted on any of the disciplines in the social sciences involving applied social and economic analysis of contemporary development issues.

Applicants must be employed, enrolled in or otherwise affiliated with a national institution which conducts research. They must hold at least a Masters Degree. The applicant's institution must endorse the research to be undertaken and be willing to provide some support to the applicant.

The proposal should contain, (i) a synopsis of the proposed research covering a precise statement of the research problem, a brief statement of the research questions or hypothesis, and a description of the data collection and analysis procedures, (ii) a budget of the funds required to accomplish the study, (ii) a current

curriculum vitae of the applicant, (iv) a letter of endorsement from the affiliate institution. Applications should be sent before 31 January, 1988 to:

The Social Science Research Competition,  
(OSSREA),

P.O. Box 31974,  
Addis Ababa, Ethiopia,  
Telephone 12-68-27,  
Telex C/O AAU 21205  
Cable, OSSREA.

Have this typed -  
in brochure form.

AAPAM PUBLICATIONS FOR SALE

(Orders should be placed with the AAPAM Secretariat)

In Addis Ababa

1. The Ecology of Public Administration and Management  
in Africa

This book identifies and examines the major ecological factors of public administration and management in Africa. It also attempts to provide a deeper understanding of the environmental parameters and the constraints these parameters impose on administrative and managerial behaviour and performance.

Specific areas covered in the book include political environment of public administration; the economic and socio-cultural environment; and the impact of international environment on public administration and management in Africa.

The book is a major contribution to the study and understanding of public administration and management in contemporary Africa, for it brings together a group of African scholar's and practitioners writing with hindsight.

Price per copy (hard cover only)

US\$20.- (including postage)

2. African Public Services-Challenges and a Profile  
for the Future

This book examines in detail the present and future problems of the African public services and suggests ways

for meeting some of them. The book identifies and brings out fundamental issues of African public services and demonstrates how the critical issues on management of African public services might be resolved.

Specific areas covered in the book include: administrative reforms and strategies; public enterprises; optimal relationships between central and regional/local government public services; manpower development and management techniques and machinery in public services; motivation and fostering commitment and responsibility in public services; leadership in public services, etc.

This book is a major contribution to the study of the African Public Services, for it analyses current thoughts, views and ideas of an African development-oriented public service. It is highly recommended to Institutes and Schools of Public Administration in Africa.

Price per copy (hard cover only)  
US\$18.- (including postage)

### 3. Public Policy-Making in Africa

This book is a collection of papers, case studies and views presented at the AAPAM Third Roundtable meeting held in 1980 in Seychelles on the theme: African Public Service and Public Policy-Making.

The book is a major contribution to the study of policy formulation in Africa, for it is the result of a group of African practitioners and scholars writing with hindsight.

Price per copy (paper back only)  
US\$15.- (postage inclusive)

4. A Decade of Public Administration in Africa - (Reprint)  
Edited by Prof. A.H. Rweyemamu and Prof. Goran Hyden

The material in this volume has been written by 'insiders' practicing African Civil Servants and Managers. The book is unique because it is the first major publication presenting the views of African public servants on a wide range of issues which they face in their jobs. The issues dealt with include: Changing Role of the African Administrator after independence; the problem of Africanization of the public services; establishing appropriate structures of the development-oriented services; public enterprises; improving the process of policy-making; etc.

The book is based on papers presented at the Inter-African Public Administration Seminars held between 1962. Contributors include Dr. Robert Gardiner, Prof. Adebayo Adedeji, the late A.L. Adu and Fouad Sheriff; etc.

Price per copy (paper back)  
US\$15.- (postage included)

5. Indigenization of African Economies

This book is a major contribution to the study of indigenization, for it brings together a group of African specialists writing from the inside and articulating the continent's major problems with convincing authority.

Price per copy (paper back only)  
US\$20.- (postage included)

JUST RECEIVED

6. Public Enterprises Performance and the Privatization Debate:  
A Review of the Options for Africa

This book examines in detail the current status of public enterprises in Africa including their rationale, objectives and problems. It also examines the possibility of an expanded role for the private sector in African economies and the optional division of labour between the public and private sectors.

Specific areas covered in the book include: an overview of public and private enterprises - their roles, scope, performance and challenges for implementing the Lagos Plan of Action; comparative analysis of governments' policies on public and private enterprises; measures for enhancing the performance of public and private enterprises; and case studies of privatization of public enterprises.

The publication is divided into two parts. The first part incorporates a summary of the discussions held both at the plenary and syndicate sessions. The second part comprises all the papers presented at the Roundtable. Both parts do present a number of policy options which it is hoped will be subjected to serious scrutiny by the policy makers in the various African countries.

The book should be of interest to politicians, policy-makers, administrators, managers and scholars of public administration and management.

Price per copy (hard cover only)  
US\$20.- (postage included)