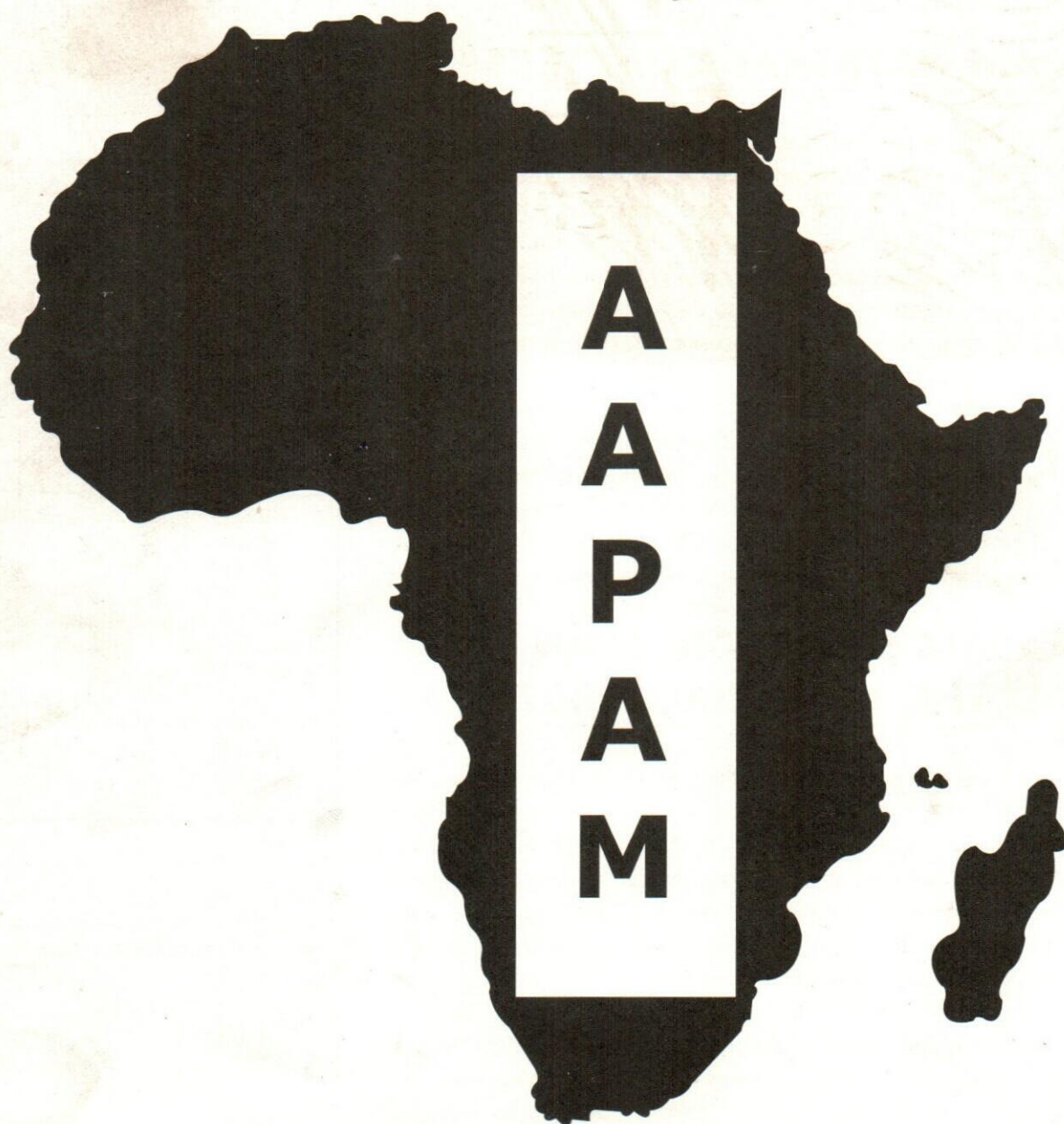


AAPAM Newsletter

The African Association for Public Administration and Management

Newsletter Number 59

May- August 2002



To none will we deny service
To none will we delay service
To none will we pervert service

EXECUTIVE COMMITTEE AND COUNCIL ELECTIONS

The term in office for the Executive Committee and Council members elected in 1998 lapsed in December 2001. Fresh elections were scheduled for 25 – 29 March 2002 but these aborted and were deferred to 25 November 2002 to allow more time for the carrying out of adequate arrangements. The council members meeting in Abuja, Nigeria, endorsed the installation of an Interim Executive Committee comprising all the regional Vice Presidents and headed by Dr. Jonathan H. Chileshe as President and assisted by Mr. Alhaji Garba Buwai as Deputy President to continue managing the affairs of the Association. Mr Buwai has since been succeeded by Mrs Edna Akpan upon his transfer to the Ministry of Solid Minerals.

AAPAM NATIONAL CHAPTERS

AAPAM has at the country level National Chapters which are like its branches. There are nine such National Chapters some of which are very active, while a few need to be reactivated. Those countries with National Chapters include Uganda, Cameroon, Nigeria, Ghana, Zambia, Lesotho, Kenya, Tanzania and The Gambia. More member countries have launched campaigns to increase their membership to 20 individuals and one (1) corporate being the minimum numbers necessary for the formation of a national chapter.

During the year 2001 and in early 2002, some of the above National Chapters, among them Nigeria, Uganda, Cameroon and Lesotho held seminars/workshops ranging from 1 – 3 days involving public servants, university and college students, professionals, business people and local communities. The Uganda APAM and the Cameroon APAM have, in particular gone ahead and are due to publish journals and newsletters.

AAPAM STRATEGIC PLAN FOR THE YEAR 2003–2007

AAPAM has been operating without an effective Strategic Plan for closer to a decade.

The AAPAM Executive Committee had, by March 2002, formulated a three year Strategic Plan which has since been revised and recast to cover five years period between 2003 – 2007. The revised Plan, which has very clear situation analyses and action plans, is due to be discussed and adopted by AAPAM at its 24th Annual Roundtable Conference to be held in Maseru, Lesotho from 25th to 29th November 2002.

This strategic Plan maps out the operational direction for AAPAM over the next five years. It clearly identifies five key areas for which appropriate strategies must be developed and implemented by AAPAM in order to realize its vision, mission and core objectives.

First, AAPAM has to strengthen its institutional capacity, especially at the Secretariat, in order to effectively reach out to its wide clientele.

Second, AAPAM has to demonstrate membership benefits in order to tap the commitment of its members in servicing their obligations, participating in AAPAM fora, sustaining and improving enrolment levels.

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Interim Executive Committee Members

Dr. Jonathan H. Chileshe,
interim President
Mrs Edna Akpan, Deputy
President
Mrs. Fosi Mbantenkhu Sili
Mbonefor Mary, Vice-
President, Central Africa
Mr James Kalebbo, Vice-
President, East Africa
Brother Dr Abubakr M. Buera,
Vice-President, North Africa
Mr James E. O. Ongwae,
Member
Secretary-General, AAPAM

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The AAPAM Newsletter is published tri-annually in English. It deals with topical issues on public administration and management in Africa.

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INVITATION FOR ARTICLES FOR NEWSLETTER NO. 60

We will be very grateful for suitable articles for publication in newsletter No. 60. The issue should come out in December 2002.

Articles can be on any topic relevant to public administration and management. They should be short, say 400 - 800 words. Slightly longer articles [but preferably not exceeding 1600 words] will also be considered. Please assist make this publication very informative and interesting □

Acknowledgement

AAPAM is very grateful to the Membership and Specialized Organizations Program (MSOP) of CIDA in partnership with the Institute of Public Administration of Canada (IPAC) for the financial support given to publish this newsletter.

LETTER FROM THE PRESIDENT



23rd AAPAM Conference in Abuja Opening Ceremony led by Alhaji Mohmud Yayale Ahmed, CFR, Head of Civil Service at the Federation of Nigeria (2nd from left) and Dr Jonathan H. Chileshe, AAPAM interim President (2nd from right).

Dear Colleagues,

In keeping with a long established tradition that has served us and our Association superbly, I have the privilege to communicate with you as individual members and also as national chapters. I also extend the same sentiments to all our collaborating partners and others that may learn of our Association's existence through this Newsletter.

Those who participated in the 23rd AAPAM Annual Roundtable Conference in Abuja, Nigeria in March 2002 will recall that it became necessary to put in place measures in the long-term interest of our Association. It was then resolved unanimously by members present that I, as Vice-President (Southern Africa) should assume the Presidency and the Vice-President, West Africa (Mr Alhaji Garba Buwai) the Deputy Presidency. The latter has subsequently been succeeded by Mrs Edna Akpan upon the transfer of the former.

The above brief background is important, given the assignments that emanated from the Abuja AAPAM Annual Roundtable Conference. Over and above, many of them require endorsement or approval and/or ratification at the 24th AAPAM Annual Roundtable Conference in Lesotho in November 2002.

I ask members and those that wish our Association well to always remember our Motto: To none will we deny service; To none will we delay service; To none will we pervert service. Partly in the light of the above and also being mindful of the challenges of the present century, we decided as an Association with a mission, to take what my predecessor Dr Robert Dodoo called "tough decisions". We deferred the elections to our next annual roundtable. In the meantime, we set up an ad hoc panel to review and make recommendation on our constitution that would stand the test of time and also equally responsive to the new challenges. The Executive Committee was also mandated to finalize AAPAM's Five Year (2003-2007) Strategic Plan,

LETTER FROM THE PRESIDENT

AAPAM Strategic Plan for the Year 2003-2007 *cont*

ensuring among other things, it encapsulates the Association's envisaged:

- (i) mandate, vision, mission, core values and strategic objectives;
- (ii) take account of situational analysis;
- (iii) review strategic issues; and
- (iv) performance objectives, strategies and action plans.

Envisaged in the above are such important aspects as:

- (i) capacity building at the secretariat, including appointment of a substantive Secretary General;
- (ii) strengthening and popularizing AAPAM given the revised constitution;
- (iii) putting greater drive for more membership in both member and non-member countries in addition to strengthening and building national chapters.

I am happy to report that the Executive Committee on the basis of the mandate of the Council and in collaboration with the secretariat has with the invaluable input of the ad hoc panel on the constitution and the Kenyan team that worked on the strategic plan been able to make considerable progress on most fronts. I therefore appeal to membership to brace itself for a very rewarding and history making 24th AAPAM Annual Roundtable Conference in Maseru in the Kingdom of Lesotho.

In this regard also, I wish on behalf of the entire AAPAM membership to express our most profound gratitude to every one who offered criticism(s) on the draft AAPAM Strategic Plan. We may not have reflected, in full, your individual observations. However, you can remain assured, individually and collectively that we were guided by the golden principle of consensus.

Furthermore, I wish on your behalf, that of the Executive Committee, the Council and on my own behalf, to thank the Government and People of the Kingdom of Lesotho, our host for the 24th AAPAM Annual Roundtable Conference.

I would be failing in my duty were I not to convey through this letter our deepest appreciation to the Government and People of Kenya without whose cooperation, moral and material support, work at the AAPAM secretariat would have been a total nightmare. It is to this end also; we must salute Mr James E. O. Ongwae *OGW, HSC*, Permanent Secretary / Director of Personnel Management, Office of the President in Kenya for sparing no effort in ensuring most of this work was executed professionally.

To all our other cooperating partners and more so MSOP of CIDA, in partnership with IPAC, the Ford Foundation, the Commonwealth Secretariat and African Governments that continue to support and prop our Association's activities, we reiterate our very sincere gratitude.

It has given me and my colleague, considerable pleasure to be trusted with the responsibilities of steering the affairs of our Association from Abuja to Maseru. Please join us in Maseru in the Kingdom of Lesotho from 25 to 29 November 2002 at our 24th AAPAM Annual Roundtable Conference. Need I repeat or remind you that you are the Association! We very much look forward to welcoming you individually and collectively in Maseru.

Dr Jonathan H. Chileshe

Third, AAPAM has to explore alternative sources of funding to avoid over-dependence on donor support and membership subscriptions.

Fourth, AAPAM needs to make full use of information and technological advances in the marketing of its products and services in order to make itself relevant to its stakeholders.

Fifth, AAPAM needs to develop an effective mechanism for monitoring, evaluating and updating its activities and programmes to keep pace with the rapidly changing political and economic environment in Africa.

The core business areas of AAPAM are backed by detailed action plans calling for substantial resource inputs.

AAPAM CONSTITUTION AND RULES

The current edition of the AAPAM Constitution and Rules was published in 1994.

It has been rightly observed that the document requires further amendments to update it and fill up any gaps, and for that reason a team of AAPAM members was appointed in Abuja in March 2002 to amend the document and make proposals to the Executive Committee and Council for their consideration.

The team's proposed amendments to the Constitution and Rules have since been received at the AAPAM Secretariat, properly recast by a State Counsel, and are due to be discussed and adopted by AAPAM at the 24th Annual Conference in November 2002 □

24TH AAPAM CONFERENCE IN 2002

A APAM held its 23rd Annual Roundtable Conference in Abuja, Nigeria on 25 – 28 March 2002 on the theme. “Managing Change in a Globalizing Economy: Public/Civil Service Response”. The Association has planned to hold its 24th Roundtable Conference in Maseru, Lesotho on 25 – 29 November 2002 on the theme “The African Public Service in the 21st Century – New Initiatives in Performance Management”. This conference is expected to attract a huge number of delegates, you being among them. The 24th Roundtable Conference is expected to be attended by about

120 delegates. The sub-themes for the theme mentioned above are:

- (i) Understanding performance management in the Public Sector
- (ii) Changing performance management movement in Africa
- (iii) Case studies of recent initiatives and good practices
- (iv) Strengthening individual performance
- (v) Developing a supportive environment to continuous improvement
- (vi) Leadership issues
- (vii) Making continuous improvement happen.

You are invited to contact the AAPAM Secretary General for further details regarding guidelines and registration as a delegate.

25TH AAPAM CONFERENCE IN 2003

The Government of The Gambia has kindly acceded to host AAPAM’s 25th Roundtable Conference in November/December 2003. Further details will be made available early next year.

23RD AAPAM Conference

The 23rd Roundtable Conference in Abuja was attended by over 80 delegates who saw globalization as being at the heart of the challenges facing Africa in the twenty first century and underscored the need for African countries to come to full grip with the phenomenon and recognize it as an inescapable wind sweeping through the globe.

At the end of the conference, communiqué was compiled which is reproduced as follows:

1. Globalization is at the heart of the challenges facing Africa in the Twenty-first Century.

While the phenomenon is not entirely new, nevertheless, it has since the 1990s assumed a central debating point in all



Some delegates attending the 23rd AAPAM Annual Conference in Abuja, Nigeria, in March 2002. From left to right: Prof Victor Ayeni, Mr Robertson Allotey, Dr Frank Baffoe, Mr Semano Sekatle, Prof Jide Balofun and at extreme right, Mr Alphonsus Faour and his colleague Ms Nellie Mayshak from the Institute of Public Administration of Canada (IPAC) and two others.

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societies. Delegates underscored the need for African countries to come to full grip with the phenomenon, and to recognize that it is an inescapable wind of change that is fast sweeping through the globe.

Globalization, they agreed, denotes at least three things: a marked reduction in the barriers between societies and States; an increasing homogeneity of societies; and an increase in the volume of interactions among societies in the form of trade, capital movement, currency trading, and movement of tourists and labour. The challenge for Africa is to discover new ways of doing things so as to translate these developments to her greater advantage.

2. Globalization presents opportunities as well as challenges. On the one hand, it is opening up opportunities to market African products and to build strategic partnerships to address and solve the problems of the continent. It offers potentials to eradicate widespread poverty, and to use the advantages of the market, technology and global solidarity to improve the lives of her peoples. However, the phenomenon threatens to compound Africa's already marginalized state in the global political economy. Partly as a result of WTO complex protocols, trade opportunities remain uneven and unfavourable for African economies. The huge debt burden of most African countries further compounds

this situation. Similarly, tax collection is increasingly more difficult to undertake with e-commerce and the problem of transfer pricing. Africa, delegates agreed, occupies a difficult position in a globalising economy, which demands that she intensifies the effort to optimize the advantages the phenomenon offers.

3. Delegates emphasized that globalization does not portend the end of the State in Africa. Rather, it calls for a redefinition of the role of the State and concomitant capacity to manage the changes occasioned by that new role. African governments now have to assume a more facilitative, proactive, co-ordinating, and regulatory role. In spite of the misleading tendency to dismiss all of Africa as a basket of woes and failures, delegates identified several African countries where the governments have already

embarked on relevant policy measures that take due cognisance of this changing environment. They enjoined other governments to emulate such positive developments.

4. In order to take full advantage of the globalization phenomenon, African States must institutionalize a number of critical imperatives, including: evolving a broad national consensus on fundamental issues; aggressively promoting indigenous technology and entrepreneurship; developing and maintaining vital infrastructures; funding research and development; promoting inter-regional co-operation and integration; and creating an enabling environment for the promotion of trade, investment and tourism. In addition, delegates underscored the need to intensify the focus on the development of information



23rd Group photograph of delegates attending AAPAM's 23rd Annual Roundtable Conference in Abuja, Nigeria in March 2002.

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and communication technology, which will ensure that Africa is better re-positioned in the fast-developing digital age.

5. Recalling the conclusion reached at their 22nd Roundtable Conference in Mahe, Seychelles, delegates reiterated that good governance is a critical precondition for the successful participation of African states in the globalization process. They emphasized the need to urgently tackle the poor governance record of many African countries. The promotion of good governance, they maintained, must continue to focus on the following, amongst other things: participatory democracy; seriously tackling corruption in all its ramifications; ensuring human rights, justice and the rule of law; institutionalization of an efficient, professional and non-partisan civil service; and ensuring a trade and investment-friendly legislative environment
6. Delegates expressed concern about the current state of the civil service in Africa, which raises serious questions about its capacity to serve as an effective instrument for the management of the globalization process. Many African states remain, regrettably, deficient in requisite human, attitudinal and institutional capacity to develop and translate good policies into concrete programmes and projects. In

this regard, they affirmed that it is important to continue to support and push forward ongoing efforts to reform and revitalize African civil services for improved performance.

7. In addition, African States must intensify their efforts to address critical areas of deficiency, such as: strategic planning; employee morale; ethics and integrity; and business-friendly work ethos. Furthermore, delegates recommended the widespread adoption of a scheme of exchange of staff between the public and private sectors as well academia to facilitate learning and cooperation among them. In order to constantly advance their competitive edge, African civil services should benchmark innovations and best practices among themselves and against private sectors and internationally accepted standards.
8. Delegates underscored the critical importance of human resources development in an increasingly competitive world. They proposed increased budgetary allocation to training and re-training of existing human capital. They further emphasized the need for all African governments to invest more in services that have direct impact on the socio-economic well being of their people, especially in the areas of health, basic education, protection of the environment and the rights of vulnerable and disadvantaged

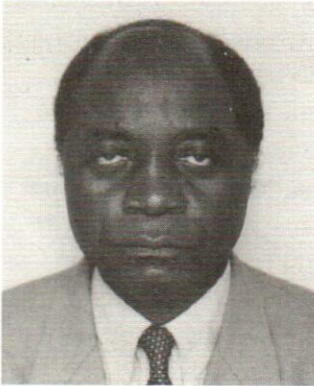
groups, including women, children and people with disabilities.

9. Noting that an important part of the new role of the state is its ability to collaborate with and draw on the strength of the non-state sector, delegates emphasized the need for the State to build network and strategic partnership with non-state actors. The State, they maintained, cannot do it alone in a globalizing world. They noted that many non-state actors are already playing active developmental role in many African countries, especially in the tough fight against the HIV/AIDS pandemic. All the same, this sector remains in the main very weak and poorly organized in many countries. To that extent, it needs to be further strengthened through the introduction of appropriate legislation, institutionalization of transparency and accountability, direct involvement, and participation in the design and implementation of community-based policies and programmes.
10. Delegates noted the pivotal role of the media as an enabling agent for facilitating change, and therefore an important part of the State's strategic partnership with other actors. They re-emphasized the critical need for the African State to forge productive alliance with the media

A NATIONAL PROGRAMME ON GOVERNANCE IN CAMEROON

Dr. Finlay Sama Doh, President

Cameroon Association for Public Administration and Management
& Technical Adviser, Office of the President, Republic of Cameroon



Dr Finlay Sama Doh

Developing countries have not been left behind in the search for better ways of doing government business. Coupled with the imposition of conditionalities by the Brettonwood Institutions and other donor communities, the deregulation and privatization trend as well as a general awareness of the universality of human rights and the need for an impartial and upright State, have led to the profound modification in the role of the State and its relationship with the private sector, the citizens and the civil society.

The State was formerly known for its interventionist, producer and marketing role in the past, but with the wind of change, coupled with the fast depletion of economic resources, it is called upon to be more of a facilitator, regulator, promoter, arbiter etc, and more concerned about performance, profitability and professionalism.

Without attempting to define what governance is, it could be better understood by analyzing certain number of factors (5):

- the nature of the political regime and the way authority is exercised in the society;
- the quality of the direct or indirect management of public affairs by the State as well as that of regulatory instruments and their implementation;
- the ways, means, mechanisms, processes, through which State authority is exercised in all domains, especially in the political, economic, social and cultural spheres as well as the extent to which citizens are involved and given responsibilities;
- the capacity of governments and public administrations to carry out their functions as effectively, adequately and efficiently as possible, as well as the quality of services being delivered to the public; and
- the place and role of the private sector, the civil society and the citizens.

Governments have been obliged to change from the isolationist approach in decision-making process to an inter-relationship among partners, negotiation and defense mechanism of the diverse interests, ways and means of achieving common good for its citizens. Thus, putting man in the forefront of government's socio-economic development process. It is through this assessment that the notion of good governance comes into play.

Taking into consideration the challenges that the changing world poses to the developing and developed economies and the conditionalities being imposed by major international organizations, good governance is seen as

the immediate solution for the survival of many developing countries. Not only because, *mutates mutandis*, but also because of the results that most countries reap after embarking on this programme.

In everybody's mind, good governance has become an imperative mechanism to set the management process right. In the developing countries, both elected and appointed officials, their citizens and the private sector see good governance as the means that will institute a conducive atmosphere for private initiative and creativity which involves citizens and consolidates democracy, stabilizing the societies while supporting the building of peace in a bid to accelerate progress.

But what is Good Governance?

According to the United Nations system (Department of Governance and Public Administration and the UNDP), the World Bank the I.M.F. the Commonwealth of Nations, Francophonie, the G7, the OECD, The European Union as well as statements from the representatives of some governments, good governance could be classified under four major categories:

- Institutional,
- Political,
- Management, and
- Ethics.

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Institutional criteria include:

- ❑ a democratic constitution instituting the separation balance of powers;
- ❑ an independent judicial system, accessible to all, effective, credible and guaranteeing the rule of law and legal security;
- ❑ a responsible legislative organ with extensive powers to initiate, investigate, control, sanctions and consult with the electorates on national issues;
- ❑ an independent, free and pluralistic press capable of checking corruption and bad management thus contributing to the education and enhancement of citizens to understand what the government and the private sector are doing.

Political Criteria.

Some of the often referred to political criteria in good governance include:

- ❑ a pluralistic and tolerant political system which regularly holds transparent elections;
- ❑ the freedom of all qualified voters to express their civic rights;
- ❑ the free participation of citizens in the design and implementation of policies that affect their lives as well as controlling political figures;
- ❑ the decentralization of authority, especially through the organization of an efficient local government system that has a clear and precise definition of powers and responsibilities at all levels.

Managerial Criteria.

Top on the list are:

- ❑ the quality of public management from the design to the implementation of policies in all domains (economic, financial, social, scientific, agriculture, technological, administrative etc.)
- ❑ efficient, effective and transparent management;
- ❑ accountability of all government decision makers, actors and beneficiaries who have been attributed portions of public authority and power,

Ethical Criteria.

Ethical criteria involve:

- ❑ the respect for human rights by everybody in the society;
- ❑ the respect for the code of ethics and professionalism by all the corps;
- ❑ having great confidence in the human beings so that they can flourish and enhance the value of their potentials for the common good of all the citizens,
- ❑ the quest for better living conditions and sustainable development policies and quality service delivery.

From the above criteria, good governance is a multi-dimensional process that guarantees conducive environment for all the stakeholders. However, everybody must be involved in the process of implementing good governance programmes to success.

The authorities and the people of Cameroon have always been concerned about quality service delivery offered by the public sector. This was true during the five-year development plans. Special emphasis was being placed

on improving the State machineries for the benefit of the entire population.

Unfortunately, with the arrival of the economic crisis, the idea of the development plans was replaced with the Structure Adjustment Programme (SAP).

On seeing that S.A.P. could not address the social issues but instead worsened the living conditions of the majority of the people, the Prime Minister and Head of Government in June 1996 informed the National Assembly that the Head of State had decided to embark on a good governance programme.

On the 3rd of July, 1997, a project agreement was signed between the Government and the U.N.D.P. to provide assistance for the first phase, which consisted of drafting the programme. In August 1998, the Prime minister signed another agreement to organize the institutional framework to implement the first phase and appointed members of the steering committee.

The third decision appointed the members of the sectoral committees to carry out research in the following areas:

- ❑ Public Administration;
- ❑ Decentralization;
- ❑ Justice;
- ❑ Economic, Financial and Social management; and
- ❑ Citizens participation and the civil societies in the management of public affairs.

Programme Content

The Agreements signed between the Government and the UNDP. with respect to the National

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Governance Programme seeks to transform the Government (Executive and Public Administration) into an efficient steering and regulatory system adapted to the requirements of a truly democratic society, capable of defining and implementing strategies and programmes of actions that would meet the expectations of the people.

We hope that the good governance programme will generate a culture of sustainable economic, social and cultural development in the long run.

PROFESSIONALISM IN CAMEROON'S PUBLIC SERVICE

By Dr. Finlay Doh

Professionalism in the public service is an overarching value that determines how its activities will be carried out in a manner to meet public expectations. Such values include loyalty, neutrality, transparency, diligence, punctuality, efficiency and effectiveness, impartiality and other values which may be specific to individual countries. Ethics in the public service are broad norms that delineate how public servants should exercise judgment and discretion in carrying out their official duties.

In Cameroon, professionalism is difficult to measure.

There is no consistent measure of public sector performance. However, a number of surrogates indicate decline in performance level. An examination of relevant social and economic incomes show that fiscal resources have been poorly managed. A World Bank (1995) report estimates that Cameroon's total debt represented 73.2 % of the country's G.N.P. in 1993. Similarly, government's expenditures continued to outstrip public revenues. Average fiscal deficit rose to 9.8 % in 1988-93 period.

The statistics on education enrolment in Cameroon equally recorded less than a 7% growth over the same period. Service delivery in the public sector also showed a drastic decline. The Cameroon civil service became very inefficient, demoralized and unresponsive after the salary cuts of about 72% in 1994. Productivity was very low and the administrative procedures became very long and complicated.

Absentism, indifference and negative behaviour characterized the performance of the civil servant. The same World Bank (1995) evaluation noted the following facts on the scene:

- ❑ Ineffectiveness of the public health and education systems, agricultural services, custom and revenue administration and court systems;
- ❑ Poorly designed and maintained roads, ports, telecommunications, sewage and water systems;
- ❑ Inefficient marketing of agricultural products and inputs, provisions of credit by the government enterprises; and
- ❑ Ignoring and sometimes suppressing local community groups, the private sector and traditional authorities.

Another study by the United Nations (1993) on Cameroon revealed that the performance in the public service by 1980 fell relatively to labour costs.

There was overstaffing for junior and unskilled cadres and large vacancy rates at top management levels because of brain drain to developed countries that pay better salaries with good working conditions. This trend has not changed but has instead worsened over the years. All these measures point to the same direction that the performance in the public service continues to be on the decline due to the above factors.

Recent results in the Baccalaureat (an equivalent of G.C.E. Advance level) registered only a 20.9 % success rate this year (Cameroon Tribune 27th July, 2002). Thus indicating a very disturbing situation in the field of education. Unfortunately, there is no reliable capacity to measure performance rate among the teachers or to self-regulate ones output. Even if there was the capacity for policy analysis and management, there will always be a feeling of dissatisfaction because of the poor salary scales and poor working conditions.

Centralized and ineffective public service.

Until the reforms of 1980 and 1990, the Cameroon government was centralized constitutionally in terms of the relationship between the State and the civil society structures. The Executive branch dominated all other arms of the state institutions. Administratively, most of the resources (personnel, finance and authority) were concentrated in Yaounde, the nation's capital. The State dominated the economy and established many parastatals to manage enterprises taken from the private managers.

Coupled with the obvious, that of having all government

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departments located in Yaounde, local governments authorities were led to a situation in which Cameroon became patrimonial (Ndue, 1999).

A centralized / patrimonial system posed three sets of problems for the development of appropriate institutional capacity:

- ❑ First, it led to the permanence of formulating economic and civil service policies within Yaounde, to the detriment of a national pool of professionals and institutions around the country;
- ❑ Secondly, patrimonial political leaders did not pursue policies that enabled them to attract and retain professionals. This resulted in a vicious circle in which only low- skilled officers produced economic and public policies which tend to further encourage very poor performance in the public sector;
- ❑ Thirdly, having in mind that only those in Yaounde could decide what was good for the nation, the patrimonial State tended to intimidate rather than encourage citizens' participation.

Reforms that produced little or no change

Efforts aimed at reforming the Cameroonian public service during the last three decades instead complicated matters for the citizens. The pre-1980 reforms had six major emphases:

- ❑ Localization or Africanization of the personnel of the civil services, especially those at the top management level;
- ❑ Restructuring the public service to ensure political control;

- ❑ Reclassification of various cadres and to transform semi-autonomous local authorities into local administration as extension of the State bureaucracy;
- ❑ Adoption of modern management techniques;
- ❑ Laid more emphasis on development planning structures; and
- ❑ The use of public service enterprises for political goals (Beyene and Otobo, 1995).

Unfortunately, the Africanization policy did not foresee the lacuna in expertise and skills to manage the public service, which resulted in a waste and poor management of resources.

The reclassification process was not based on principles and consequently ushered in tribalism, nepotism and favouritism. There was a lot of bitter feelings among peers.

In trying to modernize the management techniques, which was a welcome idea, the authorities failed to put in place a maintenance mechanism, which made the exercise very costly.

The politicization of the public service has led to poor performance and much impunity in waste and disrespect in the public sector. With the advent of multi-party politics in Cameroon, there is feeling of a divide in our public service beginning from the top. If you do not belong to my party, the relationship is not cordial.

The post 1980 reforms were an institutional compliment of the Structural Adjustment Programme (S.A.P., 1986), which the international financial institutions imposed as conditionality for granting loans to most developing economies during the economic

crisis in the 1980s.

The focus of these reforms was the reduction of wage bills and the ability to repay the loans contracted from international financial institutions. The reduction of wage bills meant that the government had to take drastic measures such as:

- ❑ reduction of the number of civil servants in the public service;
- ❑ reduction of the amenities (housing, cars, fuel, electricity, water, telephone facilities given to civil servants);
- ❑ privatization of State enterprises and some institutions;
- ❑ ensure efficient and effective economic and financial management in the public sector.

These measures and reforms were expected to generate substantial savings for the government, so that the quality of service could improve. Unfortunately, there was instead an increase in government expenditures because of ghost workers. Some civil servants tried to figure out how they could make more money for themselves during the economic crisis and the S.A.P. Services which were never paid for prior to the introduction of the S.A.P. were now being paid for. Corruption was installed in the public service. The population has become worse off than pre-independence days. That is why there is continuous brain drain in Cameroon.

The post-1980 reforms underestimated the critical importance of the public sector institution in providing enabling

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Deputy Secretary General of the Commonwealth



Mrs. F. Mugasha

AAPAM heartily congratulates Mrs Florence Mugasha on her new appointment as Deputy Secretary General of the commonwealth with effect from 1st May 2002. She is responsible for political, legal, constitutional and human rights issues, youth affairs, science and technology as well as some aspects of Commonwealth Secretariat administration.

Up until the time of her appointment, Mrs Mugasha was Head of Public Service and Secretary to cabinet in the Office of the President of Uganda. She was and continues to be closely associated with AAPAM where she had served as a member of the Executive Committee since 1999.

Mrs. Mugasha has had a distinguished career both in the Ugandan Public Service where she rose to the most senior public position, and on the international scene where she has served in many capacities at various fora in countries such as Ethiopia, China, Canada, United Kingdom, South Africa, Washington DC among others.

The entire AAPAM establishment wishes Mrs. Mugasha well in her job and very fruitful and prosperous career. We hope that her strong relationship with AAPAM continues into the future □

Professionalism in Cameroon's Public Service *continued from page 11*

environment for the private sector to absorb some of the shocks from the implementation of the S.A P. Until civil servants salaries are revised, Cameroonians will keep on looking for greener pasture abroad, and the public sector will continue to perform very poorly □

Seminars *continued*

- (iv) Marketing African Public Services for sustainable
- (v) Promoting best practices in service delivery in Africa
- (vi) Developing customer-focused service delivery systems
- (vii) Performance management
- (viii) Monitoring and evaluation of good governance practices in Africa
- (ix) Poverty eradication in Africa: C challenges and options
- (x) Building indigenous capacities for sustainable management of the environment

Seminars were held in Nairobi and The Gambia on the last two themes, respectively, in October and November 2001 but could still be repeated for future seminars.

Member countries of Africa offering to host any of the planned seminars are requested to contact the AAPAM Secretariat before 30 December 2002, indicating the theme of their choice and the date and month for the seminar.

All that the host country (or government) is expected to do is identify the venue (a hotel), provide secretarial facilities (one computer, photocopier, fax machine and stationery) and some local paper presenters who will be paid a fee, anyway, for their papers.

SEMINARS

AAPAM seminars coordinated by its secretariat are scheduled to be held in March, June and September 2003.

The first of the above seminars will be held on 10 – 14 March 2003 in Lotus Hotel, Mombasa – Kenya on the theme “Enhancing capacity in Local Government for decentralization and good governance”. Among its sub-themes are:

- (i) Institutional linkages in local governance
- ii) Current local government reforms
- (iii) Local capacity for local governance
- (iv) Human resource management issues
- (v) Financial management in Local Authorities
- (vi) Case studies on local governance

Further details can be obtained from the AAPAM Secretariat whom you are advised to contact before February 2003.

The rest of the seminars scheduled for June and September 2003 are expected to be held in other member countries of Africa and can be on any one of the following

(or other) themes:

- (i) Preparing managers to meet challenges of globalization
- (ii) Strategies for coping with HIV/ AIDS pandemic in Africa
- (iii) Preparing women middle managers for leadership in the new millenium

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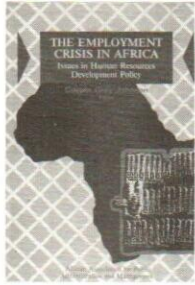
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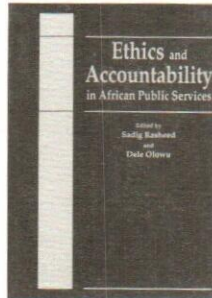
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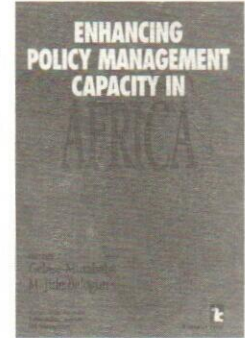
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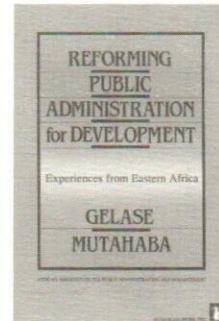
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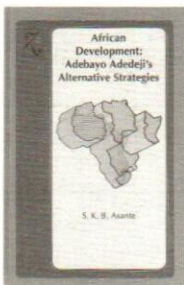
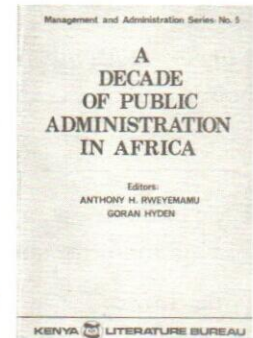
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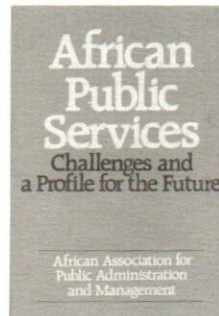
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