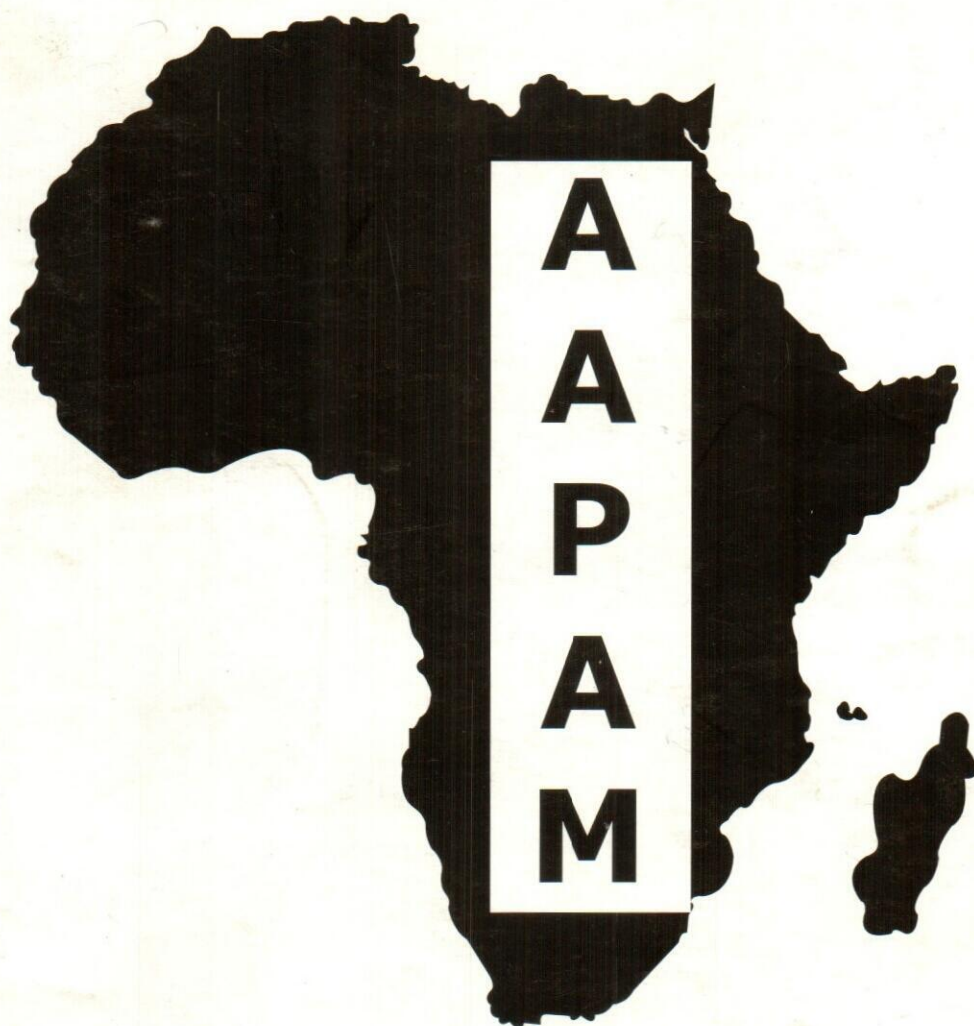


AAPAM Newsletter

The African Association for Public Administration and Management

Newsletter Number 64

January – June 2005



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

In this issue

- Council and Executive Committee Members
- Letter from the President
- Conference Announcement
- 26th AAPAM Roundtable Conference Communiqué
- Public Service Innovations in Africa: The Case of South Africa Police Service
- Invitation to 27th Roundtable Conference, Livingstone, Zambia
- AAPAM Publications

The AAPAM Newsletter is published tri-annually in English. It deals with topical issues on public administration and management in Africa and communicates news and events about AAPAM to its members.

EXECUTIVE COMMITTEE

1. **President,** *Mr John Mitala*, Head of Public Service and Secretary to Cabinet, Government of Uganda.
2. **Deputy President,** *Mr Tlohang Sekhamane*, Government Secretary and Head of Civil Service, Secretary to Cabinet, Government of the Kingdom of Lesotho.
3. **Vice-President, West Africa** *Dr (Mrs) M. L. Hamza*, Permanent Secretary, Manpower Development Office, The Presidency, Government of the Federal Republic of Nigeria.
4. **Vice-President, East Africa** *Mr James E.O. Ongwae*, Permanent Secretary Ministry of Agriculture, Government of Kenya.
5. **Vice-President, Central Africa** *Dr Finlay Sama Doh*, Technical Adviser Supreme State Control, Office of the President, Government of the Republic of Cameroon.
6. **Vice-President, Southern Africa** *Mr Oliver Mubita Kalabo*, Permanent Secretary, Cabinet Office, Government of Zambia
7. **Executive Committee Member** *Mr Simon P. Njau*, Permanent Secretary and Director, Directorate of Personnel Management, Office of the President, Government of Kenya
8. **Secretary General,** Dr Yolamu R. Barongo, AAPAM Secretariat

PATRON

Hon Dr (Mrs) Pontso M. Sekatle, Minister of Local Government, Government of the Kingdom of Lesotho

AAPAM COUNCIL

1. All Executive Committee Members
2. **Representatives of Corporate Members being:**
 - (i) The Bank of Uganda
 - (ii) Institute of Development Management for Botswana, Lesotho and Swaziland
 - (iii) Ghana Institute of Management and Public Administration (GIMPA)
 - (iv) Kenya Institute of Public Administration
 - (v) Institute of Finance Management, Tanzania
3. **Representatives of Individual Members being:**
 - (i) Mr Joseph O. Dada of the Administrative Staff College of Nigeria
 - (ii) Dr, Paul Ntungwe Ndue of the University of Yaounde II Cameroon
 - (iii) Mrs Thecla W. Shangali of the Civil Service Commission of Tanzania
 - (iv) Mrs Matseliso Mapetla of the National University of Lesotho
 - (v) Mrs Maseabata Molefe of Cabinet Office – Lesotho
4. **All Chairpersons of National Chapters**

Those elected were to serve in office for three years up to November 2005 when the next General Assembly is expected to be convened to conduct fresh elections.

WHAT IS AAPAM

The African Association for Public Administration and Management (AAPAM) is an International Professional Organisation that promotes best practice, excellence and professionalism in Public Administration and Management in Africa through Research, Publications, Training Seminars Conferences and Awards.

WHO ARE MEMBERS OF AAPAM

- High Level Public Policy Decision Makers, both appointed or elected.
- Top Administrators in the Public Service of African Governments.
- Top Managers in both Public and Private Sectors.
- Management Consultants.
- Public Policy Management Institutions/Organisations.
- Management Development Institutes (MDIs)
- Business Schools/Institutes and University Faculties teaching disciplines of Business, Administration and Management.
- Civil Society Organisations interested in promoting or monitoring Public Sector Performance Management.
- Representatives of International Organisations and the Donor Community having interest in development issues in Africa.

WHAT ARE THE BENEFITS FOR MEMBERS

AAPAM membership consists of three categories:-

- African Governments who pay subventions or grants to AAPAM.
- Corporate Member, being an Institution, Organisation, Association or Group sharing more or less similar

interests as those pursued by AAPAM.

- Individual Member interested in the activities of AAPAM.

All paid up members receive the following services and products:-

- (i) Free copies of AAPAM Publications, i.e a Journal published biannually and a Newsletter published quarterly.
- (ii) Attendance of Conferences organised by the Association at discounted rates of registration fees.
- (iii) Copies of a Report of the Annual Roundtable Conference.
- (iv) Facilitation of exchange programmes to enable Individuals or Groups of Top Public Officials and Managers to visit other countries in Africa to share learning experiences.
- (v) Involvement, in accordance with required expertise, in the Association's consultancy activities.

If you are interested in joining AAPAM please see the membership application form and information about the structure of subscription on page 12 and 15 of this newsletter.

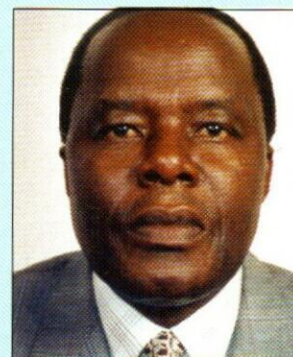
EDITORIAL NOTE

On 23rd June 2004, the United Nations Public Service Awards ceremony was conducted in New York to recognize innovations in the delivery of public services in the various countries of the world. Mr M. L. Wahab, Director, South African Police Service, Limpopo Province, received the Award in the Category of Innovations in the Public Service. AAPAM is pleased to bring to its members and the general readership of its Newsletter a report on the Award-winning innovation worthy of emulation in the delivery of public services in Africa (see page 7).

LETTER FROM THE PRESIDENT

Dear Members,

On behalf of the Executive Committee, I take this opportunity to once again send you warm greetings. In this communication I wish to brief you on some developments that have taken place recently and those planned to take place in our Association in the course of this year.



J. Mitala

Firstly, you recall that the 26th Annual Roundtable Conference was hosted by the Government of Kenya in the coastal city of Mombasa from 7th to 11th March 2005. This Conference was a very successful event. There are three factors that accounted for its success. The first was the excellent facilities and logistics that were provided by the Government of Kenya. The second was the generous financial support that was accorded to the Conference by our partners in development. The third factor was the enthusiasm and interest that were shown by our members and supporters who turned up in large numbers to participate in the conference. The Executive Committee is grateful to the Government of Kenya, the donors and our members for having contributed so much in making the Mombasa Conference so successful. The Secretariat is working on the Conference Report, which is to be distributed in due course.

Secondly, I would like to remind you of our forthcoming 27th Roundtable Conference. It is already known, that this Conference shall be hosted by the Government of Zambia in Livingstone from 28th November to 2nd December 2005. I believe that by now you have received the Aide Memoire for the Conference and therefore, aware of the matters that will be addressed. Additionally, that conference has another important aspect to it. This is because the present term of office of both the Executive Committee and the Council will end at that Conference and the General Assembly will have to conduct elections to elect new office bearers for these two important leadership organs of AAPAM. I am, therefore, inviting members to attend the Zambia Roundtable in big numbers because in addition to your contributions to the Conference's objectives of promoting knowledge exchange and the sharing of learning experiences, you will also be called upon to take part in deciding the future leadership of our Association for the next three years. According to the AAPAM Constitution and Rules, Members of the Executive Committee and the Council are elected for a term of three years and may be re-elected to serve another three years but no member shall exceed a period of six years in office.

Thirdly, since the 25th Roundtable that was held in Banjul, The Gambia in April 2004, your Executive Committee has made some strides to ensure that AAPAM goes beyond its traditional domain of the Anglophone African countries and spread its presence to the Francophone countries also. As a result, the Mombasa Conference had some participants from African countries which use the French language only. This reality posed a new challenge to AAPAM to have simultaneous translation facilities at its future conferences.

LETTER FROM THE PRESIDENT

Fourthly, the AAPAM Council that met during the Mombasa Roundtable Conference approved the Executive Committee's recommendation for the establishment of the AAPAM Awards Programme. The Programme consists of five types of awards all of which are aimed at strengthening further the capacity of AAPAM and raising its profile so that it can contribute more effectively to excellence in public administration practice and innovations in Africa as well as in creating new knowledge through research and scholarship. Plans are underway to launch the Awards Programme at the 27th Roundtable Conference in Livingstone, Zambia in November/December this year. AAPAM needs your support for the smooth take-off and implementation of this programme.

Finally, I wish to appreciate the support which AAPAM has, over the years, continued to receive from governments and members, both Corporate and Individual. At the same time, I appeal to our governments and members to pay subventions and subscriptions in time to enable the Association render the expected services to members and continue making a sustainable contribution to Africa's development.

I wish all of you good health and good luck at your endeavours. I am looking forward to meeting you in Livingstone, Zambia in November/December 2005.

Thank you and God Bless.

J. Mitala, *President*

Conference Announcement

27TH AAPAM ANNUAL ROUNDTABLE CONFERENCE

The African Association for Public Administration and Management (AAPAM) will hold its 27th Annual Roundtable Conference in Livingstone, Zambia from November 28th to 2nd December 2005. The Theme of the Conference is **Harnessing the Partnership of the Public and Non-State Sectors for Sustainable Development and Good Governance in Africa: Problems and the Way Forward**. The Aide Memoire and Invitations to the Conference have already been sent out. In case you have not received the Aide Memoire or Invitation, please enquire from:

The Secretary General

African Association for Public Administration
and Management (AAPAM)

Britak Centre

Ragati & Mara Roads

PO Box 48677, 00100 GPO

Nairobi, Kenya

Tel: +254 20 2730555

+254 20 2730505

Fax: +254 20 2731153

Email: aapam@africaonline.co.ke

Website: www.aapan.org

26TH AAPAM ANNUAL ROUNDTABLE CONFERENCE

COMMUNIQUE

INTRODUCTION

The 26th African Association for Public Administration and Management (AAPAM) Roundtable Conference took place at the Whitesands Hotel, Mombasa, Kenya, from 7 to 11 March 2005. It was organized by AAPAM and hosted by the Government of Kenya. A total of 141 delegates from 15 countries participated at the Roundtable. The participants included Ministers, Members of Parliament, Cabinet Secretaries and Heads of Public Services, Permanent Secretaries/Principal Secretaries, Directors-General of Staff Colleges and Management Development Institutes, Senior Government Officials, Representatives of International Organizations, Management Consultants, Academics and Researchers. The United Nations Department of Economic and Social Affairs (UNDESA), the Commonwealth Secretariat, the Economic Community of West African States (ECOWAS), as well as the Eastern and Southern

• CONFERENCES • SEMINARS •

26TH AAPAM ANNUAL ROUNDTABLE CONFERENCE *cont*

Africa Management Institute (ESAMI) were also represented at the Roundtable.

The theme of the Conference was: *The Enabling State and the Role of the Public Service in Wealth Creation: Problems and Strategies for Development in Africa*. This theme was a continuation of the debate on the problem of poverty in Africa discussed at a previous conference in Banjul, The Gambia in April, 2004. The following topics were discussed at plenary sessions and syndicate groups:

- i) Overview of Wealth Creation Strategies and Pre-requisites
- ii) The Wealth Creation Problematique
- iii) The Role of the State and its Agents in Enabling the Process of Wealth Creation.
- iv) Overall implications of wealth creation for public policy processes and institutions.
- v) The Role of Women in Wealth Creation
- vi) Governance Issues and Wealth Creation
- vii) Institutional Reforms for Wealth Creation
- viii) Establishing Synergies for Wealth Creation
- ix) Capacity Building for Wealth Creation

At the Opening Ceremony, Statements were delivered by a number of eminent personalities, among them, **Hon. William Ole Ntimama**, Minister for Public Service, Office of the President, Kenya; (Guest of Honour); **Hon. Prof. Peter Anyang'Nyong'o**, Minister for

Planning and National Development, Kenya (Keynote Speaker); **Mr. Simon S.P. Njau**, Permanent Secretary/Director, Directorate of Personnel Management, Office of the President, Kenya; and **Mr. John Mitala**, AAPAM President, and Head of the Uganda Public Service. Statements were also delivered by a representative of one of the donor agencies, **Mr. Joseph Galimberti**, Executive Director of the Institute of Public Administration of Canada (IPAC).

DISCUSSIONS AND CONCLUSIONS

As part of the deliberations which took place at the plenary sessions and in working groups, the Roundtable underscored the need for African States to anchor their policies and programmes on the principle of wealth creation. In addition to addressing the issue of distributive equity, and implementing programmes aimed at alleviating the suffering of the poor, the Roundtable felt that the time was ripe for African countries to respond to the immense challenges emerging on the socio-economic and political fronts by empowering the poor to create their own wealth. The Roundtable thus dilated on strategies calculated to unleash the inventive genius in individuals and to record productivity as well as welfare gains.

The Roundtable held that the future of Africa lies in the implementation of strategies that promote human dignity, thereby releasing the creative and inventive potential needed to add value, increase each nation's stock

of wealth, and subdue poverty. With this in mind, the Roundtable singled out Visionary Leadership as a major factor in wealth creation. It was the view of the participants at the Roundtable that under visionary leadership, the following pillars of wealth creation would be strengthened to the overall benefit of all:

- (a) Cultivation of individual and collective self-esteem (essentially, a departure from the tendency toward self-denigration and self-devaluation);
- (b) Performance and productivity mainstreaming;
- (c) Unceasing quest for excellence and perfection;
- (d) Development of governance ethos and practices that are supportive of wealth creation efforts; and
- (e) Design and implementation of the institutional and human capacity building measures in pursuit of the aforesaid objectives.

In view of the fact that wealth creation is still a recent entrant into, and an unfamiliar language in, the development discourse, the Roundtable enjoined upon African Governments and their civil society partners to take measures to internalize and mainstream it in the development planning and management processes. At the same time, efforts should be made to ensure that the message of wealth creation reaches the generality of the people so that it can impact positively on the

continued over the page 6

life of the rural as well as urban poor.

The Roundtable was of the view that women have a vital role to play to deliver on the promise of wealth creation. Despite the multiple, and highly demanding roles that they play in national development, women are yet to take their rightful place in the scheme of things. The Roundtable accordingly canvassed the need to institute policies and strategies aimed at optimizing the contributions of this category of people.

The obstacles encountered by small and medium-scale enterprises (SMEs) as well as by the informal sector operators also received the attention of the Roundtable. The Roundtable appealed to Governments to show increasing interest in the plight of these small producers and to take swift measures to eliminate these obstacles to their productivity. By the same token, the Roundtable counseled the SMEs and their umbrella organizations to embark on capacity building initiatives, and to adopt measures calculated to raise ethical, professional, and performance standards within the various occupational categories.

The Roundtable observed that unless the attributes needed to create wealth are fostered (among them, the attributes of time and cost-consciousness, thrift, industry, discipline, alertness on and to duty, intolerance of corruption and slovenly work habits, as well as unceasing search for excellence

and perfection), poverty would not go away.

Among the other issues highlighted at the plenary sessions and in working groups were the following:

- (a) The growing interest shown by African Governments in wealth creation;
- (b) The role of the public service in backstopping wealth creation efforts, and placing the service delivery units on alert for their new responsibilities;
- (c) The link between good governance and wealth creation;
- (d) The impact of approaches to human resource utilization on the implementation of wealth creation initiatives;
- (e) The factors in, and obstacles to, productivity;
- (f) The weakness of monitoring and evaluation mechanisms; and
- (g) The capacity building deficits that must be bridged to realize the objectives of wealth creation.

RECOMMENDATIONS

Based on the discussions which took place at the plenary sessions and in working groups, the Roundtable recommended that:

- (a) African Governments begin to take pro-active measures to stimulate wealth creation efforts;
- (b) AAPAM design and implement a comprehensive capacity building programme aimed at exposing all the key stakeholders (policy makers, senior public service managers, captains of industry, civic leaders, and officials at the

secretariats of political parties) to approaches to the design and implementation of wealth creation policies;

- (c) Donor agencies, international development organizations, regional economic communities, and national philanthropic organizations be approached for assistance in the design, implementation, and subsequent review of the capacity building programme;

CONCLUSIONS

Before it was formally declared closed, the Roundtable acknowledged the important contributions made by the Government and the People of Kenya not only by extending generous Host-Country privileges to the AAPAM Secretariat, but also in agreeing at short notice to host the 26th AAPAM Roundtable Conference. The hospitable arrangements made by the Government to ensure the success of previous conferences were also duly noted.

The Roundtable further noted with gratitude the support that AAPAM has received and continues to receive from a number of donor agencies and other development partners. Among these are the Canadian International Development Agency (CIDA), the Institute of Public Administration of Canada (IPAC), the Africa Capacity Building Foundation (ACBF), the United Nations Department of Economic and Social Affairs (UNDESA), as well as the backbone of the Association, that is, the African Govern-

continued on page 7

• Award-Winning Innovation •

26TH AAPAM ANNUAL ROUNDTABLE CONFERENCE *cont*

ments and Members, both Corporate and Individual.

The Conference Delegates formerly received a Statement from the *Zambian Delegation* which indicated the offer of the Government of Zambia to host the 27th AAPAM Roundtable Conference in Livingstone in November/December 2005. Delegates agreed that the Theme of that Roundtable Conference would be: **Harnessing the Partnership of the Public and Non-State Sectors for Sustainable Development and Good Governance in Africa: Problems, Successes and the Way Forward.**

The Roundtable came to an end on Friday 11th March 2005. Two Statements were made during the Closing Session (these statements are attached to the Final Report). One was by Mr **John Mitala**, the President of AAPAM and the other was a formal Closing Address by **Amb. Francis K. Muthaura, EGH**, Permanent Secretary, Secretary to the Cabinet and Head of the Public Service, Republic of Kenya.

Whitesands Hotel
Mombasa, Kenya
11th March, 2005

Mobile Community Service

South Africa Police Service

Director M. L. Wahab

Provincial Head: Management Services, Limpopo Province, South Africa

Tel: 015 2906099, Fax: 015 2906120, Email: wahabl@saps.org.za

Introduction

There is no more powerful engine driving an organization towards excellence and long range success than an attractive, worthwhile and achievable vision of the future, widely shared. There is an old Chinese proverb that says that unless you change direction, you are likely to arrive at where you are headed.

White Paper on Transformation of Public Service Delivery

The White paper on the transformation of the Public Service, published on 24 November 1995, sets out eight transformation priorities, amongst which transformation of the Public Service will be judged by one criterion above all: Its effectiveness in delivering services which meet the basic needs of all South African citizens. Improving service delivery is therefore the ultimate goal of the Public Service transformation programme.

The purpose of this white paper is to provide a policy framework and a practical implementation strategy for the transformation of Public Service delivery. This white paper is primarily about how public services are provided, and specifically about improving the efficiency and effectiveness of the way in which services are delivered.

Public services are not a privilege in a civilized and democratic society: they are a legitimate expectation. That is why meeting the basic needs of all citizens is one of the five key programmes of the Government's Reconstruction and Development Programme (RDP)

Service Delivery Innovation

Cabinet decided in July 1999 that one of its key priorities was the acceleration of the transformation of the Public Service, particular importance was also placed on accelerating service delivery to communities, especially those in rural areas, which need to receive greater access to quality services.

As a key part to ensuring this, the Minister for the Public Service prioritized the development of a Service Delivery and Administration (DPSA). The framework and guidelines are furthermore to be practical and empower managers to innovatively improve service delivery.

Service Delivery Innovation can be defined as an optimum mix of flexible service delivery mechanisms and tools that can be strategically utilized to achieve Government's service delivery objectives either directly by Government (different spheres) or in collaboration with other sectors such as the private sector or the voluntary sector (NGO).

It is focused on the best way to deliver services and products. It is aimed at creating a more accessible, responsive, customer-oriented and affordable service delivery environment. Its application also includes the improvement of the traditional service delivery mechanisms.

continued on page 8

• *Public Service Innovations* •

Transformation of the South African Police Service

It is common knowledge that the social-political transformation in the country necessitated a new vision for policing in South Africa — the vision of creating a safe and secure environment for all people in South Africa.

An analysis of Constitutional requirements and policing in South Africa, has shown that fundamental changes are required if this vision is to be achieved. These changes relate to the nature and style of policing, and cultures, structures, management styles and policies and practises within the Police and can easily be defined as the re-invention or re-engineering of policing in South Africa.

The South African Police Service is thus undergoing a process of fundamental change which is the direct outcome of the social-political transformation in the country. Such transformation is aimed at:

- (i) Increasing the effectiveness of the Police Service in combating crime.
- (ii) Meeting the requirements of the Constitution
- (iii) Meeting the objectives of Government with regard to service delivery, as reflected in the RDP guidelines and the white paper on the transformation of the Public Service.
- (iv) Meeting the policy vision of the Minister of Safety and Security.
- (v) Satisfying the needs and expectations of the members of the SA Police Service.

Case Study – Introduction of Mobile Community Service Centres – Northern Province

The Northern Province comprises of 89% rural area and 11% urban. The population of the Province is 5,000,000 and the poorest Province in the coun-

The other crimes are 40% property crimes (theft of motor vehicle, theft out of motor vehicle, housebreaking - residential and business and robbery - common). The Province has 7% serious crimes such as hijacking, armed robbery, murder and attempted murder. The challenge was addressing crimes against women and children in rural areas where little or no policing is taking place.

Although the Northern Province Police Services is fully committed to enhancing policing services to rural communities within the Province, communities and farmers living and working in rural areas have voiced doubt over our commitment to policing rural communities.

This has resulted in the perception that the SA Police Service are not interested in rural problems especially crimes against women and children. Rural crime and the fear of crime are no less important than urban crime and the Service are fully committed to providing the best service possible no matter where people live within the Northern Province.

The general weaknesses of policing in the Northern Province are compounded in the deep rural environment by the geographic isolation and inaccessible topography of many of these areas, a lack of infrastructure and the resources and capacity constraints of the Police and those whom they are meant to serve.

Consistent visible policing, a common strategy for deterring particular crimes in rural environment is impossible, for all practical purposes. The limited Police presence in the rural areas and infrastructural constraints mean that most interaction between the Police and those they serve, occurs at the Police station when Police assistance is sought.

There appears to be a practical prioritization in which the most serious crimes in the farming community is responded to as fast as possible, and lesser cases are dealt with when the same occurs at a rural village. There is also the case of many crimes not being reported to the Police station because of the distance between the two and the fact that the Police vehicle cannot reach the village because of the terrain.

Therefore, there appear to be a general lack of confidence in the ability of the Police to deal with crime in the rural areas and no service delivery can take place as envisaged by the Batho Pele paper and the draft white paper on efficiency and service delivery.

The Head of Strategic Management of the Province, Director Wahab, realized that traditional policing methods applied in urbanized areas would not work in rural areas. The Police stations were placed far from the rural community and with such high unemployment rates, it was not possible for the majority of rural communities to report crime (74% of the Police stations are urbanized).

The SA Police Service is also experiencing budget cutbacks therefore building new stations and recruiting members was not possible. Therefore, the challenge was to address the needs of the rural communities with a limited budget.

The Rural Mobile Safety Centre was established. This is a Police station on wheels. The Rural Mobile Community Safety Centre offers a long term realistic programme intended to improve the quality of contact and thereby providing reassurance through a more visible and accessible Police presence within rural communities. The strategy aims to:

- (i) Reduce crime and disorder within rural communities

• South Africa Police Service •

villages within the Northern Province. Officers providing the Mobile Services visited villages on a prearranged schedule to allow residents to make known their problems whilst providing additional services such as crime prevention, victim empowerment, registering of case dockets in rape cases and making arrest for social crimes and other crimes.

Two vehicles are utilized, one a Canter with a modified canopy built like a small Police station and the other, a 4 x 4 driven by two detectives, with a modified canopy, the passenger seat will be modified into a holding cell for suspected criminals.

By implementing the project, the Rural Mobile Community Safety Centre will take policing to the people of remote villages thereby enhancing service delivery and restoring faith in the ability of the Government to reach out the most marginalized communities by providing Police services where it is needed most.

The white paper on the transformation of the Public Service, sets out eight transformation priorities, amongst which Transforming Service Delivery is the key. This is because a transformed South African Public Service will be judged by one criterion above all: its effectiveness in delivering services which meets the basic needs of all South African citizens, this includes the rural population.

Aim of the Project

The current problem/deficiency

South Africa's history of racially biased policing is well documented. Perhaps the most telling statistic is that used in the white paper on safety security which notes that, in 1994, 74% of the country's Police stations were situated in the former white suburbs or business districts. These were predominantly urban.

For much of South Africa's rural population, policing prior to 1994 was the responsibility of one or another of the former homelands' Police agencies, Cawthra's succinct analysis is appropriate here.

"The Bantustans were designed as apartheid's final solution, eventually there would be no more black South Africans, only citizens of independent states, who would come to white South Africa to sell their labour. It was a fantasy of social engineering that like so many grand experiments with human societies became a nightmare .

First need

Fact

The white paper on the Transformation of the Public Service, published on 24 November 1995, sets out eight transformation priorities, amongst which Transformation Service Delivery is the key. This is because a transformed South African Public Service will be judged by one criterion above all: this includes its effectiveness in delivering services which meets the basic needs of all South African citizens, this includes the rural population. Improving service delivery is therefore the ultimate goal of the Public Service transformation programme.

Second need

Fact

The Constitution (1996) stipulates that Public Administration should adhere to a number of principles, that include:

- (i) A high standard professional ethics be promoted and maintained
- (ii) Services are provided impartially, fairly, equitably and without bias.
- (iii) Resources are utilized effectively, efficiently and economically.
- (iv) People's needs are responded to.
- (v) The public encouraged to participate in policy making, and it is accountable, transparent and development-oriented.

Third need

Fact

Draft frameworks for improving efficiency and service delivery. Cabinet decided in July 1999 that one of its key

priorities was the acceleration of the transformation of the Public Service. Particular importance was also placed on the accelerating of service delivery to communities, especially those living in rural areas.

How this project will address the problem / deficiency

By taking service to the people, the Government is sending a message that they are serious about service delivery. Many people living in rural areas do not have the means or resources to report crime or interact with the Police which would give a feeling of security. For too long, the Government have promised the rural communities of improving service to them, yet to date, little is happening.

Resource distribution has not taken place to police the rural areas, nor has Police stations been reallocated or built near rural areas. The Mobile Community Safety Centre is designed specially to service this community that has been marginalized for so long.

This project will restore hope in the rural community that the Government is reaching out to them which will encourage them to form partnerships with the Police Service in fighting rural crime.

Performance – Mobile Community Centre: SAPA Lebowakgomo – Central Area (one vehicle)

The Mobile Community Service Centre served five tribal offices namely:

- (i) Ga-Maja
- (ii) Ga-Chuene
- (iii) Ga-Mphahlele
- (iv) Ga-Seloane
- (v) Ga-Ledwaba

Population density

- (i) Ga-Maja and surrounding villages served 8,000 people
- (ii) Ga-Chuene and surrounding villages served about 9,000 people
- (iii) Ga-Mphahlele and surrounding villages served 20,000 people

• *Public Service Innovations* •

- (iv) Ga-Seloane and surrounding villages served 6,000 people
 (v) Ga-Ledwaba and surrounding villages served 2,000 people

Mobile Community Service Centre Performance

Date	Place	How many people attended	Average estimation of the population
14.11.2001	Rutseng, Ga-Nkoane & Ga-Moraba	About 500 community members flocked to the mobile bus	An estimation of about +20,000 in these combined villages
15.11.2001	Lepelle & Tswanyane	+200 who appreciate the presence of the bus and at Lepelle the head man, Kobeng, complains of the crocodile that is killing their livestock	An estimation of +5,000 resides in the two villages
16.11.2001	Makgalane, Makopung & Makgwareng	+300 people and their identity document were certified	+7,000 people are living in this village
19.11.2001	Kgautswana, Makopung & Ga-Sepeke	About 700 residents came to the mobile bus and the purpose of the bus explained to them. Documents were also certified	+7000 people are living in this villages
20.11.2001	Lebalelo, Ga-Molai & Paeng	About 2,000 pensioners, as it was payday. They appreciate the Police presence and their mobile bus	An estimated population of about 50,000
21.11.2001	Mokutung & Mapareng	200 residents visited to the bus	A population of about 3,000
22.11.2001	Phiring & Malaeneng	300 people visited the bus	A population of about 70,000
23.11.2001	Rutseng, Ga-Nkoana & Ga-Moraba	700 people visited the bus	A population of about 2000
26.11.2001	Lepelle & Tswenyana	250 people visited the bus	An estimated population of about 5,000
27.11.2001	Makgalane, Mokopung & Ga-Sepeke	300 people visited the bus	Estimated population about 10,000
28.11.2001	Kgautswana Centre, Makgopa & Makgwareng	2,000 people visited the bus	Estimated population about 60,000
29.11.2001	Lebalelo, Ga-Molai & Paeng	200 people visited the bus	Estimated population about 30,000
30.11.2001	Mokutung & Mapareng	100 people visited the bus	Estimated population about 15,000

Programme for the Mobile Community Service Centre for 2002/2003

Station	Date
Lebowakgomo	January 2002
Seshego	February 2002
Motetema	March 2002
Mankweng	April 2002
Pietersburg	May 2002
Sekhukhune	June 2002
Apel	July 2002
Matlala	August 2002
Tubatse	September 2002
Dendron	October 2002
Maleboho	November 2002
Malipsdrift	December 2002
Bochum	January 2003
Jane Furse	February 2003
Meckenburg	March 2003
Nebu	April 2003
Hlogotlou	May 2003
Haenertsburg	June 2003

Performance report: Thohoyandu Mobile Community Service Centre (two vehicles)

Villages visited by the Mobile Community Service Centre

The following villages are in terms of the planned visit programme receiving the intended services from the Mobile Community Service Centre:

- (i) Mulezhe Territorial Council
- (ii) Muraga Territorial Council
- (iii) Khubvi Territorial Council
- (iv) Makwarani Central Point
- (v) Tshivhilwi Central Point

Names of chiefs visited by the Mobile Community Service Centre

The following chiefs and their Headmen were visited continuously as per the visit programme.

- Chief Raovha and his headmen as per Mulezhe sub areas, namely:
 - (i) Headman Netshitungulwane TP for Tambaulate Subarea;
 - (ii) Headman Ramabulana TC for Zvhulathevhe Subarea
 - (iii) Headman Mobe TP for Mutshauda Subarea
 - (iv) Headman Muavha for Tshitopeni subarea

• South Africa Police Service •

- (v) Headman Boo J for Tovhowani Subarea
 - (vi) Headman Boo SD for Khakhanwa Subarea
 - (vii) Headman Mbubana MP for Tshitomboni Sumarea
 - (viii) Headman Marandela J for Makhovha Subarea
 - (ix) Headman Munyai MD for Rotovhowa Subarea
 - (x) Headman Mathivha SM for Bloemh of Sabarea
- Chief Makhuvha of Muraga Community
 - Chief Randima of Khubvi Community
 - Chief Ramalivha of Makwarani Community

Drivers involved in this community project

There are four drivers who are charged with the responsibility of taking the service to the community on a daily basis as per the visit programme. The drivers include two detective members and two crime prevention members. They are:

- (i) Detective Inspector Ragau RF
- (ii) Detective Inspector Mukwevho TP
- (iii) Inspector Lumadi VS (Crime Prevention)
- (iv) Inspector Maswlele C (Crime Prevention)

Achievements

- (i) The driver's performance is rated as above average since they have already received commendations from various sectors and dignitaries such as Minister Tshwete.
- (ii) They quoted several incidents from which they had wonderful breakthroughs on illegal activities.
- (iii) The existence of the Mobile Community Service Centre is recognized, not only by the communities within their programme, but also by the

other community members from neighbouring villages who would like to have such policing style practiced unto them.

- (iv) The Chiefs are said to be so selfish and jealous when it comes to releasing the Mobile Community Service Centre to the next village when the period scheduled for the particular villages comes to an end that the Chiefs always put requests for extension.
- (v) According to the drivers, cases are always registered from villages such as Khubvi, Makonde and Mulenzhe whereas at other points such as Makwarani Central Point has been reported to have registered two percent of cases since the start except for the reports which are solved there and then. The Chief who is a lady, appreciates their presence because she feels more safe and protected when the station is around.
- (vi) Visit registers are kept by the Chiefs themselves and the drivers sign them on daily visit.
- (vii) The Mobile Community Service Centre is taken to the community at 08.00 in the morning and withdrawn at 15.00 in the afternoon daily.

Population receiving service

There are approximately two to three thousand community members (all villages inclusive) which receives services from the Mobile Community Service Centre.

Comments by the community members

- (i) The Mulenzhe community was visited on 19 February 2002 at about 17.30 with a view to ascertain the importance and the feeling they have about the Mobile Community Service Centre and to establish the impact it has to them.
- (ii) Seven community members from Dididi in Mulenzhe were

interviewed, they made it clear to me that the existence of the mobile station in their area is more than welcomed since the type of service offered from the particular Community Service Centre was long awaited.

- (iii) They suggested that it would be good to review the project in a way that the service remain permanent in the areas because they wait too long before the circles repeats itself during which time they will have to travel to Thohoyandou SAPS to seek help whenever such needs arise.
- (iv) They also commended the members giving the services for their commitment and willingness in assisting the community on everything which concerns safety.

Conclusion

Improving service delivery also calls for a shift away from inward-looking, bureaucratic systems, processes and attitudes, and a search for new ways of working which put the needs of the public first, is better, faster and more responsive to the citizen's needs. It also means a complete change in the way that services are delivered. The objectives of service delivery therefore include welfare, equity and efficiency.

The introduction of a service delivery improvement programme cannot be achieved in isolation from other fundamental management changes within the Public Service. It must be part of a fundamental shift of culture whereby public servants see themselves first and foremost as servants of the citizens of South Africa, and where the Public Service is managed with service to the public as its primary goal.

The Mobile Community Service Centre answers the above challenge and it is evident by the reception of the communities that service delivery is truly enhanced.

MEMBERSHIP OF AAPAM

Membership Application Form (Individual and Corporate)

Individual Member

Family / Main name _____

Other / First name(s) _____

Title by which you are, or wish to be, addressed (eg Mr / Mrs / Miss / Ms / Prof / Dr / etc) _____

Official / Job related title (eg Permanent Secretary / Senior Regional Adviser / Vice Chancellor) _____

If student, please write word "Student" and the qualification for which you are studying in this space

Address

Official / Business (Please make it as complete as possible by including the physical address, fax number, etc) _____

Individual / Private (if different from above) _____

Signature _____

Date _____

Corporate Member

Name _____

Type of business / activity in which you are engaged except if evident from name (eg book publication / management research / development banking) _____

Full address _____

Name of the officer who is authorised to sign on behalf of the Organisation _____

His / Her signature _____

Date _____

Stamp / Seal of the Organisation

Declaration

I / We wish to join the Association as an individual / a corporate member. I / We agree to abide by the Constitution and Rules of the Association. I / We hereby enclose my / our membership dues.

continued on page 16



A section of delegates who attended the 26th AAPAM Roundtable Conference, Mombasa, Kenya, 7th - 11th March 2005

Invitation to the 27th AAPAM Roundtable Conference Livingstone • Zambia

Fellow Delegates,

Ladies and Gentlemen,

Let me on behalf of the Zambian Government and on behalf of the AAPAM Zambia Chapter express our gratitude to the African Association for Public Administration and Management for having chosen Zambia to host the AAPAM 27th Annual Roundtable Conference scheduled for November/December, 2005.

Ladies and Gentlemen, this gesture is a clear testimony of the confidence and trust that AAPAM has in the capacity of the Zambian government to organize the conference effectively.

Ladies and Gentlemen, you may wish to know that being an event that commands great importance to the Zambian Government, we have planned to host the AAPAM 27th Annual Roundtable Conference in our tourist capital Livingstone. This was designed in such a manner that the conference coincides with the "visit Zambia 2005 campaign" and the centenary celebrations of the Livingstone Town. Since early last year, Zambia embarked on a vigorous campaign to attract tourists to visit Zambia and join us in celebrating 100 years of the existence of the city of Livingstone. It would really be appreciated to have the delegates to the 27th AAPAM to be part of these celebrations. I therefore invite all of you to come to Livingstone and attend the conference.

Zambia will, as the host country, support the conference by way of availing a venue with suitable conference facilities, together with the necessary personnel to render secretarial services. We shall also appoint local paper presenters to supplement those from outside the country.

Once more, I thank you for choosing Zambia to host the 27th Annual Roundtable conference and we look forward to being with you in November/December, 2005.

Welcome to Zambia and Thank you.

Dr. Joshua L. Kanganja

Chairperson

AAPAM Zambia Chapter

Mombasa, Kenya

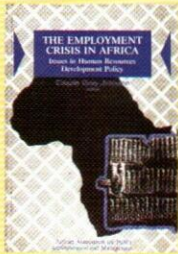
11th March 2005

BOOK CORNER

AAPAM PUBLICATIONS

ORDER FORM

Make your selection below and complete the order list or ask/phone for assistance.



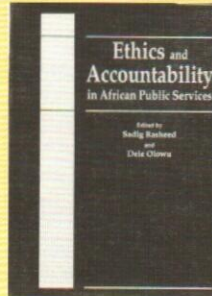
() The Employment Crisis in Africa/

Edited by: Grey-Johnson, Crispin
1990. 194p.
ISBN 0-7974-0949-1
US\$ 20 (hardback)
Nos. of copies requested for

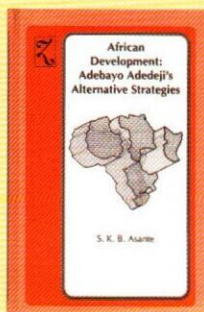
.....

() Ethics and Accountability in African Public Services/

Edited by: Rasheed, Sadig and Olowu, Dele
1994, 308p.
US\$ 10 (paperback)
ISBN 92 9064 067 7
Nos. of copies requested for



.....



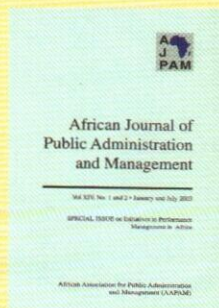
() African Development: Adebayo Adedeji's Alternative Strategies/

Edited by: Asante, S. K. B.
1991. 232p.
US\$ 25 (hardback)
ISBN 0-905450-49-3
Nos. of copies requested for

.....

() African Journal of Public Administration and Management/

Vol XIV No 1 and 2
January and July 2003
US\$ 10
ISBN 9966-920-01-3
Nos. of copies requested for

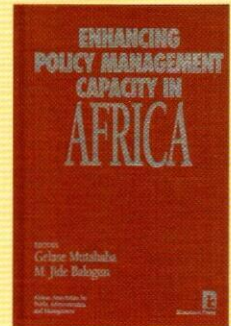


.....

() Enhancing Policy Management Capacity in Africa/

Edited by: Mutahaba, Gelase (Prof.) and Balogun, M. J.
1992. 194p.
US\$ 20 (paperback)
ISBN 1-56549-007-X
US\$ 30 (hardback)
Nos. of copies requested for

.....



() Reforming Public Administration: Experience from Eastern Africa/

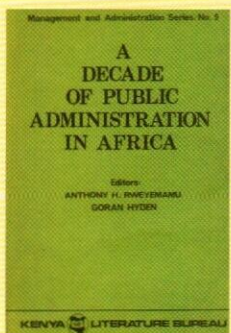
Edited by: Mutahaba, Gelase
1989. 183p.
US\$ 20 (paperback)
ISBN 0-931816-79-3
Nos. of copies requested for

.....

() A Decade of Public Administration in Africa/

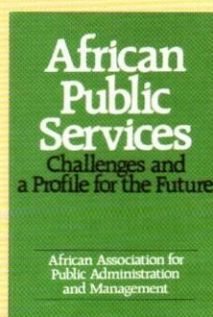
Edited by: Rweyemamu, A.H. and Hayden, Goran
1982. 376p.
US\$ 15 (paperback)
ISBN 0-7069-2867-9
Nos. of copies requested for

.....



() African Public Services - Challenges and a Profile for the Future/

Edited by: Nyagah, S
1984. 240p.
US\$ 18.00 (hardback)
ISBN 0-7069-2562-9
Nos. of copies requested for



.....

BOOK CORNER

AAPAM PUBLICATIONS

**Privatisation in Africa:
The Way Forward ****

Edited by: Fadahunsi, Olu
ISBN 9966 920 005 US\$ 25 (paperback)
Nos. of copies requested for

**The Ecology of Public Administration
and Management in Africa/**

Edited by: Balogun, Jide
1986. 299p. US\$ 20 (hardback)
ISBN 0-7069-2867-9
Nos. of copies requested for

**Management Consulting in Africa:
Utilizing Local Expertise/**

Edited by: Kaijage, F. J
1993. 213p. US\$ 25 (paperback)
ISBN 1-56549-016-9 US\$ 30 (hardback)
Nos. of copies requested for

**Towards a Dynamic African
Economy/**

Edited by: Adedeji, Adebayo
1989. 692p. US\$ 41 (hardback)
ISBN 0-7146-3349-6 US\$ 33 (paperback)
Nos. of copies requested for

Women in Top Management

- **The Sierra Leone Case,**
Edited by: Walters, Valarie E.L. and Mason, Gwen
- **The Uganda Case,** *Edited by: Mwaka, Victoria M.*
- **The Nigeria Case,** *Edited by: Olojede, Iyabo*
- **The Kenya Case,** *Edited by: Nzomo, Maria*
US\$ 8 (paperback)

**Africa Journal of Public Administration
and Management (AJPAM)**

Bi-annual production. (for yearly subscription
pls. fill attached coupon)
\$7.50 (per/copy – members) • \$10 (per/copy –
non members)
Nos. of copies requested for

HOW TO ORDER

Tick in the space provided by brackets () for the books you require. Indicate the number of copies you require, complete your details below and send to:

The African Association of Public Administration and Management
Britak Centre • P. O. Box 48677, Nairobi, Kenya
Tel: 254 20 2730505/2730555 • Fax: 254 20 2731153 • Email: aapam@africaonline.co.ke

- Please proforma invoice me. (Publications to be sent on receipt of payment)
 I enclose payment of \$ _____
(Banker's Cheques; Local & International Money Orders payable to AAPAM)
**Personal cheques are not accepted except by prior arrangement with Management.*

Please attach your business card or fill in details below:

Name (Prof/Dr/Mr/Mrs/Ms) _____

Position _____

Company _____

Address _____

Nature of Business _____

Tel: _____ Fax: _____

E-mail: _____

RATES APPLICABLE

Category of Membership		Annual subscription in US \$
I	a) Individual member wishing to receive two issues of the Journal plus three of the Newsletter	70
II	b) Individual member wishing to receive only the Newsletter	40
III	c) Student wishing to receive two issues of the Journal plus three of the Newsletter	40
IV	d) Student wishing to receive only the Newsletter	20
V	Corporate member (entitled to the Journal and newsletter among other benefits)	500

Please send a bank draft payable to AAPAM and addressed to:

The Secretary-General,

African Association for Public Administration and Management • Britak House, Upper Hill
P.O. Box 48677, Nairobi, Kenya • Tel: 254-020-2730505 / 2730555 • Fax: 254-020-2731153

Email: aapam@africaonline.co.ke

AAPAM A/C FCY - 402 001 016
Kenya Commercial Bank Ltd, Milimani Branch
P. O. Box 69695, Nairobi, Kenya
Swift Code: KCBLKENXA

If you pay the money into our account, please advise us of the fact so that we can follow up the payment and issue an acknowledgement receipt.

We thank you very much for having agreed to join this important African organization.

AAPAM Working Hours

Monday-Thursday 8.30 a.m.-1.00 p.m. ; 2.00 p.m.-5.00 p.m. Friday 8.30 a.m.-1.00 p.m.

Saturdays, Sundays and Kenyan Public Holidays - CLOSED

The times indicated above are the local East African Standard Time, which is approximately 3 hours ahead of GMT.