



AAPAM

NEWSLETTER

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Prof. Adebayo Adedeji receives the AAPAM Gold Medal from His Excellency Absalom T. Dlamini, the Rt. Hon Prime Minister of the Royal Kingdom of Swaziland during the 29th AAPAM Roundtable Conference held in Mbabane, Swaziland, 3-7 September 2007

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**TO NONE WILL WE DENY SERVICE
TO NONE WILL WE DELAY SERVICE
TO NONE WILL WE PERVERT SERVICE**

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. The Newsletter is published with the financial support of the Canadian International Development Agency (CIDA), received through the Institute of Public Administration of Canada (IPAC).



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.

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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 Institute, 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:-

- Free copies of AAPAM Publication, i.e a Journal published biannually and a Newsletter published quarterly.
- Attendance of Conferences organised by the Association at discounted rates of registration fees.
- Copies of a report of the Annual Roundtable Conference.
- 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.
- Involvement, in accordance with required expertise, in the Association's consultancy activities.

Interested in joining AAPAM ?

Please see the membership application form and information about the structure of subscription on Page 15 of this newsletter.

AAPAM COUNCIL

- **All Executive Committee Members**
- Representatives of Corporate Members being:
 - The Bank of Uganda
 - National Institute of Public Administration (NIPA), Zambia.
 - Ghana Institute of Management and Public Administration (GIMPA)
 - Kenya Institute of Public Administration.
 - Mzumbe University, Morogoro, Tanzania.
- **Representatives of Individual Members being:**
 - Mr. Joseph O. Dada, Administrative Staff College of Nigeria
 - Ms Njoki Kahiga, Directorate of Personnel Management, Office of the President, Kenya.
 - Mrs Thecla W. Shangali, Public Service Commission, Tanzania.
- Director M.L. Wahab, South African Police Service, Pretoria, South Africa.
- Mr Sandile B. Ceko, Secretary to Cabinet and Head of Public Service, Swaziland.
- Editor and Chairman of Editorial Board, African Journal of Public Administration and Management (AJPM).
- **All Chairpersons of National Chapters**

THOSE ELECTED ARE TO SERVE FOR THREE YEARS FROM DECEMBER 2005

MR JOHN MITALA, PRESIDENT OF AAPAM CLOSING STATEMENT AT THE 29TH ROUNDRABLE CONFERENCE

MBABANE, SWAZILAND, 7 SEPTEMBER 2007



Mr John Mitala

The 29th Roundtable conference in Mbabane Swaziland was very successful, both in terms of the number of delegates who attended, and the quality of discussions of the issues that were addressed by the Conference theme. Below is the closing speech of the AAPAM President, Mr. John Mitala.

The journey to Swaziland which started in Arusha, Tanzania on 8th December 2006 is being concluded successfully today 7th September 2007. Since we left Arusha last year up to today, a lot of effort has been put in at the different stages we are celebrating today, culminating into the success.

Having travelled that journey successfully, I would like on behalf of all the delegates here present and those who might have already left due to flight connections to thank most sincerely the Royal Kingdom of Swaziland for having hosted our 29th Roundtable Conference successfully. We thank all those organisations which have co-sponsored this Roundtable Conference. To the National Organizing Committee and all those who worked with you, we say thank you for the work well done.

We have been having various desks handling different aspects for the smooth running of our Conference and all related matters. I express our gratitude to all those who have manned those desks.

Our Guest of Honour, since you are the Head of Public Service, we acknowledge and thank you for your able leadership under which things have moved as smoothly as possible.

To you Delegates, we in the Executive of AAPAM are grateful that you did not only turn up, but you have actively participated in the discussions which have been going on. Throughout, we have had excellent presentations from well-prepared papers. Let me therefore thank all the distinguished gentlemen and ladies who prepared and presented papers to the conference we are about to conclude. You gave us a wealthy menu which I am sure we shall continue pondering over for quite sometime to come because the subject we have been discussing is and will continue to challenge all of us and cannot just be wished away. I thank all those who chaired the different plenary sessions. You did a good job.

Ladies and gentlemen, one significant aspect of this particular Roundtable Conference is that the first ever AAPAM Gold Medal and the AAPAM Innovative Management Award were given out.

Once again I thank IPAC and the Commonwealth Secretariat for all the support in this area because the two organisations were instrumental in helping AAPAM to have the two Awards kickstarted and eventually handed over with all of you as witnesses. The Committee of Eminent Persons who were tasked to examine the submissions and identify winners for the AAPAM Innovative Management Award is thanked for the work well-done. Now that the AAPAM Awards Programme has been operationalized, we must commit

ourselves to sustain the Programme by not only continuing with the two Awards but also to have the remaining three awards under the Programme operationalized in the near future.

The National Organizing Committee is once again thanked for the honour and opportunity that was accorded to us to witness the Reed Dance on the first day of our Conference and the subsequent two excursions which we had yesterday. I have no doubt in my mind that we saw, appreciated and learnt a lot. Through the chairperson of the National Organising Committee, I convey our appreciation and gratitude to the management of the different hotels whose facilities we have used throughout the period we have been here. Where some of you were confronted with unexpected challenges, please take heart because you were also to overcome them as leaders are expected to do.

Guest of Honour, during all our Roundtable Conferences, there is always a group of men and women who are given a challenging task of being RAPPORTEURS. That work requires total commitment and sometimes walking an extra mile by foregoing many of the pleasures which other Delegates may be enjoying here and there. They have to do this in order to have the proceedings properly recorded and have a good summary for the conclusion of the conference. Professor Gelase Mutahaba, Rapporteur General, and the dedicated team you have led in this respect are thanked most sincerely for a job well done.

The ladies and gentlemen who have been on the computers in the Documentation Centre throughout the conference duration producing documents, among other work, are commended for this work and contribution.

We are extremely delighted and indeed grateful to the Government

of the Republic of Ghana for the offer to host the 30th Roundtable Conference next year, 2008. We have all accepted the offer and the presence of the Head of Public Service of Ghana throughout this Conference is a clear indication that all of us are warmly welcomed to Ghana. Convey similar invitation to those you left home and encourage them to go to Ghana. There are many reasons why all of you and others should make it a point to be in Ghana for the 30th Roundtable Conference. Let me single out the following:

- (i) Apart from Liberia which was created as a "free" country to accommodate some of our brothers and sisters who were being freed from slavery in US, Ghana was the first country in the whole of Africa to attain independence from a colonial power in 1957. Ghana under the leadership of the late Kwame Nkrumah set the pace for the other African countries to get their independence in subsequent years.
- (ii) Ghana has, over the period, undertaken a wide range of Public Sector Reforms with remarkable success from which good lessons can be drawn.
- (iii) The AAPAM Executive which I am heading was elected into office for three years during the 24th Roundtable Conference that was held in the Kingdom of Lesotho in November 2002. According to AAPAM's continental structure this Kingdom belongs to the Southern Region. The 25th Roundtable Conference which was our immediate post-election conference was held in The Gambia, West African Region in April 2004.

We were returned to office unopposed for another three years (which is now our final term) during the 27th Roundtable that was held in Zambia in December 2005. We have started our third and final year of our second and final term during this 29th Roundtable Conference held in the Royal Kingdom of Swaziland in the Southern Africa region. This means that

the final lap of our three years has started from a Kingdom in Southern Africa and is ending in a Republic in West Africa. This seems to be our arrangement with some unknown powers intervening. I am saying so because in Ghana you will be holding elections for a new Executive and for having started our last lap from the Royal Kingdom we shall be carrying all the blessing to be handed over to the new Executive and all AAPAM Membership in Ghana, the first independent African Republic. Can you afford to be away and miss all this? I think the answer is no.

- (iv) Since the attendance of the Roundtable Conferences affords us an opportunity to indulge in some form of tourism, there is quite a lot to see and enjoy in Ghana.

Guest of Honour and distinguished Delegates, a number of religious festivals are on during the remaining months of this year. To our brothers and sisters of the Islamic faith, I wish you a fruitful Holy Month of Ramadhan. May the Almighty Allah, the Merciful and Compassionate bless you gracefully and reward you abundantly. To those subscribing to Christianity, I wish you a Merry Christmas. To those committed to our Traditional Beliefs, I wish you continued comfort in your beliefs because like those who opted for the other non-traditional religion, you also have always acknowledged the ever presence of a superior power over all of us mortal beings.

To all of you Distinguished Delegates, the AAPAM Executive wishes you good health, happiness and prosperity in 2008 and indeed beyond. God willing, let us all meet in Ghana for the 30th AAPAM Roundtable Conference during which we shall hand over to the new Executive. As we leave for our respective countries, we take happy and precious memories and may God grant us journey mercies.

Long Live His Majesty King Muswati the III.

Long Live the People of the Royal Kingdom of Swaziland.

Long Live AAPAM.

THANK YOU.

FIRST AAPAM GOLD MEDAL AWARDED TO Prof. Adebayo Adedeji, CFR



Prof. Adebayo Adedeji, CFR, making his acceptance speech

MBABANE, SWAZILAND, 3rd September 2007 – Today Professor Adebayo Adedeji, CFR was awarded the first AAPAM Gold Medal by the African Association for Public Administration and Management (AAPAM). The Rt. Hon. Absalom T. Dlamini, Prime Minister of the Royal Kingdom of Swaziland, presented the award during a special ceremony held at Ezulwini Valley, Mbabane.

Professor Adebayo Adedeji has made outstanding contributions to public administration and management during his fifty years of public service at national, Pan-African and international levels. Born in Ijebu – Ode, Nigeria in 1930, Adebayo Adedeji became the first Nigerian Professor of Public Administration at the age of 36. In Nigeria, Professor Adedeji performed many national duties in the public service of that country. He served as the post-civil war Minister of Economic Planning and Reconstruction between 1971 and 1975. During this time, he played a leading role in the establishment of the Economic Community of West African States (ECOWAS).

Prof. Adedeji made outstanding contributions to public service at the Pan-African and international levels as well. Between 1975 and 1991, he worked as the United Nations Assistant Secretary General and Executive Director of the UN Economic Commission for Africa (UNECA) in Addis Ababa, Ethiopia and rose to the rank of United Nations Under-Secretary General in 1978. During his tenure of office at UNECA, Professor Adedeji is remembered for his unique initiatives for sustainable development in Africa, among which may be mentioned

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29TH AAPAM ROUNDTABLE CONFERENCE COMMUNIQUE

MBABANE, SWAZILAND, 3–7 SEPTEMBER 2007

The 29th Roundtable Conference of the African Association for Public Administration and Management (AAPAM) was hosted by the Government of the Royal Kingdom of Swaziland. It was organized by AAPAM in conjunction with the Swaziland National Organizing Committee (NOC). Three hundred and twenty (320) delegates from nineteen (19) countries participated in the Roundtable. They included Cabinet Ministers, Heads of Public Services and Secretaries to Cabinet, Permanent/Principal Secretaries and other high ranking Government Officials, Chairpersons and Commissioners of Public Service Commissions and other appointing Commissions, Heads of Management Development Institutes, representatives of Statutory Institutions and international organizations as well as renowned scholars and academics. The countries represented at the Roundtable included Botswana, Cameroon, Ghana, The Gambia, India, Kenya, Lesotho, Namibia, Nigeria, Mozambique, Malawi, Mauritius, South Africa, Swaziland, Tanzania, United Kingdom, Uganda, Zambia and Zimbabwe. International organizations and AAPAM development partners represented at the Roundtable included the United Nations Department of Economic and Social Affairs (UNDESA), the Institute of Public Administration of Canada (IPAC), and the Commonwealth Secretariat, London.

The 29th Roundtable was a continuation of the tradition dating back to

1978 of holding AAPAM Annual conferences in different member countries with each conference addressing issues of contemporary relevance and concern based on the experiences of policy makers, senior public officials, corporate and civic leaders, and renowned public administration and management scholars. The Conference also strengthened the AAPAM Young Professionals Programme which was started in 2005, of involving young public servants in the African Public Services in the conference deliberations as a way of promoting their professional development through inter-generational knowledge transfer and the sharing of learning experiences.

A new AAPAM initiative was launched at the Conference whereby organizations in member countries submitted reports on innovations related to improving service delivery and organizational performance in the public sector. The innovations were subjected to a review by a Jury appointed by the AAPAM Executive Committee which, through a rigorous process of evaluations and interviews, selected the winners. The best three finalists received the AAPAM Award for Innovative Management of the Gold, Silver and Bronze categories while two other finalists were presented with trophies in recognition of their initiatives in creating innovations in their organizations.

Yet in another high profile innovative initiative, the first AAPAM Gold Medal was awarded to Professor Adebayo Adedeji in recognition of his exemplary leadership in Public

Administration and Development Management in Africa. The details of this prestigious award shall be included in the main Conference Report.

The 29th AAPAM Roundtable Conference was held over five days at the Royal Swazi Sun Convention Centre in Ezulwini Valley, Mbabane from 3rd to 7th September, 2007. The theme of the Conference was **Political and Managerial Leadership for Change and Development in Africa** whose specific objectives were to:

- i. Appraise delegates with recent scholarship and key elements in leadership effectiveness;
- ii. Examine the relative and complementary roles of the political and bureaucratic/managerial leadership in nation building;
- iii. Examine the lessons presented by countries that have undertaken major positive change towards development in recent times, both in Africa and elsewhere, and the role played by leadership in these changes;
- iv. Provide a platform for the exchange of views between invited political and senior public sector managers in Africa;
- v. Examine best practices as well as lessons learnt from cases of failed political and managerial leadership;
- vi. Discuss a possible agenda for improving leadership quality and effectiveness, including enhanced elected-bureaucratic leadership interface; and.

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FIRST AAPAM GOLD MEDAL AWARDED TO Prof. Adebayo Adedeji, CFR (cont from page 4)

the Lagos Plan of Action (1980), the Final Act of Lagos (1980), the African Alternative Framework to Structural Adjustment Programme (1989) and the African Charter for Popular Participation (1990).

Since his departure from the United Nations service in August 1991, Professor Adedeji served and continues to serve extensively as Consultant to the United Nations, the African Union, African

Governments, Non-Governmental Organizations and Universities both inside and outside Africa, mainly on Public Administration and Development issues. In June 2003, Professor Adedeji was appointed by the African Union Heads of State and Government to the membership of the Seven Eminent Persons Panel of the African Peer Review Mechanism (APRM) where he continues to serve

with distinction.

Professor Adedeji has published many books and articles in academic journals that have made significant contributions to the study and understanding of the problems of public administration and development in Africa.

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- vii. Explore ways of strengthening leadership capacity development in the African public services.

The Roundtable was organized around five sub-themes namely:

- i. Leading issues in Political and Bureaucratic leadership and their roles in change management at both institutional and national development levels.
- ii. Overview of the Experience of the Role of Leadership in Newly Industrialized Countries and Emergent African Countries.
- iii. The Practice of Political and Bureaucratic leadership in Africa.
- iv. Lessons and Country Experiences.
- v. Agenda for improving leadership quality and effectiveness.

The Conference was officially opened by His Excellency Absalom Themba Dlamini, the Rt. Hon. Prime Minister of the Royal Kingdom of Swaziland. The opening ceremony was also graced by other dignitaries, including Hon. Sgayoyo C. Magongo, Minister of Public Service and Information, Mr. Sandile B. Ceko, Secretary to Cabinet and Head of the Public Service, who was the Chief Host; Ms. Ann Masson, Director, International Programmes, Institute of Public Administration of Canada (IPAC); Dr. John-Mary Kauzya, Chief of Branch, Governance and Public Administration, United Nations Department of Economic and Social Affairs (UNDESA), New York; Mrs Oluwatoyin A. Job, Adviser (West Africa) who represented the Director, Governance and Institutional Development Division (GIDD) of the Commonwealth Secretariat, London and Mr. John Mitala, President of AAPAM, Secretary to Cabinet and Head of Public Service, Republic of Uganda.

At the beginning of the opening ceremony, messages of solidarity were received from AAPAM Development Partners and were delivered by the following:

- (i) Ms. Ann Masson, Institute of Public Administration of Canada, IPAC
- (ii) Mrs Oluwatoyin A. Job, Commonwealth Secretariat, London
- (iii) Dr. John-Mary Kauzya, United Nations Department of Economic and Social Affairs (UNDESA), New York.

The Chief Host, Mr. Sandile Ceko, Secretary to Cabinet and Head of Public Service, welcomed AAPAM to the Royal Kingdom of Swaziland. He noted that Swaziland last hosted the AAPAM Roundtable in 1991 under the theme, Ethics and Accountability in the African Public Services. He noted further that, over time, the Roundtable Conferences have resumed to attract increasingly the Heads of Public Services as was the case in the early days of AAPAM. He appreciated the fact that this time around many Heads of Public Services, Chairpersons of Public Service Commissions and other appointing Commissions, Permanent/Principal Secretaries and high ranking Government officials from all over Africa were in attendance at the Roundtable.

Mr. John Mitala, President of AAPAM and Head of Public Service and Secretary to Cabinet, Uganda thanked the Government of the Royal Kingdom of Swaziland for hosting the 29th AAPAM Roundtable Conference and the Rt. Hon. Prime Minister for agreeing to officially open the conference. In addition, he thanked the AAPAM development partners and the African Governments for various contributions, material and financial support extended to AAPAM over time which have strengthened the Association and made it possible for it to implement its programmes.

The Minister for Public Service and Information, Government of the Royal Kingdom of Swaziland, Hon. S.C. Magongo, also made some welcoming remarks and reminded participants that during the video communication that he made to participants at the Arusha Roundtable Conference on 8th December 2006, he promised that if they came to Swaziland they would "taste" the best of the country. Now that they were in the country he reaffirmed what he had promised. He then invited the Guest of Honour to give his address and open the conference.

In his opening speech, the Prime Minister expressed his pleasure to have been given the honour and privilege of officiating at the opening of the important AAPAM annual event. He also thanked AAPAM for giving the Royal Kingdom of Swaziland a second opportunity to host the Roundtable Conference, having hosted it once in 1991.

The Prime Minister noted that Africa faced major developmental challenges. The most prominent of these included extreme poverty and

hunger, low levels of basic education for the population, high infant, child and maternal mortality, gender inequality and HIV/AIDS pandemic.

For Africa to address these challenges successfully would require strong leadership at both the political and managerial levels.

He applauded AAPAM for its contribution in addressing these challenges over a period of more than thirty years since it was founded and urged the Association to continue those efforts. In this connection he commended the timely decision by the AAPAM leadership to devote this year's Roundtable Conference on the theme: Political and Managerial Leadership for Change and Development in Africa. The Prime Minister urged participants to explore key elements of effective leadership at both the political and managerial level and how these have been harnessed in other parts of the world to make them contribute to accelerated and positive change and development.

Following the official opening, the Roundtable proceeded to hold the first plenary session at which Her Excellency the Honourable Deputy Prime Minister, Ms. Constance Simelane, gave a Keynote Address which generated a lot of interesting discussions.

Subsequently, nine other plenary sessions were held during the week at which papers were presented by public administration practitioners, academics and researchers. All presentations were followed by serious discussions and debates.

In addition to the ten plenary sessions, participants were given an opportunity to hold more in-depth discussions on aspects of the main theme in Working Groups sessions. The AAPAM Young Professionals also held separate in-depth discussions pertaining to their areas of concern and the experiences that they were deriving from the conference.

The Reports emanating from the discussions of the three Working Groups and the meetings of the Young Professionals were presented to and deliberated upon by the delegates at a plenary during the last day of the conference.

CONCLUSIONS AND RECOMMENDATIONS

The main Conclusions and Recommendations arising out of the group work as well as the final deliberations in the plenary were as follows:

- i. The conference noted that Africa continues to face a leadership crisis, which to a significant extent was responsible for the persistence of the present day underdevelopment and backwardness in the continent as compared to countries elsewhere in Asia and Latin America that were at the same level of development at the time many countries in Africa attained independence. To move forward, therefore, efforts should be directed towards improving leadership capacities at both the political and managerial levels.
- ii. While the Leadership crisis in Africa may historically be blamed on colonialism and the unwillingness of the colonial regimes to develop leadership among the colonized people both at political and managerial levels, the situation has been made worse by the inadequate attention that has been given to leadership development since independence. This is particularly so with regard to the lack of training of political leaders.
- iii. On the training of political leaders, the conference noted that this should be given top priority and resources made available for that purpose. The conference was made aware of the fact that some countries had, over the last ten years, instituted measures for training politicians in leadership skills to develop their capacities, especially following the installation of new governments. The Leadership Training Programmes at the Ghana Institute of Management and Public Administration (GIMPA) and the Civil Service Colleges that exist in some countries were especially mentioned. These efforts need to be reinforced.
- iv. The conference noted that in many countries, the relations between the political and administrative leadership tend to be conflictual and tense. As a result, the policy-making and policy-implementation processes became problematic and ineffective. The conference agreed that this state of affairs was not healthy and that both sides of the leadership divide should find ways of minimizing such conflicts.
- v. The conference noted that the human resource management functions continued to be taken as clerical/operational functions in

the public services. This tends to downplay the critical strategic role which the human resource play in organizational performance. There is need for countries to accord this function a higher status and develop some specific training programs for the cadres responsible for this function. In that regard the conference commended the efforts that were being spearheaded by the United Nations to launch an initiative for strengthening and professionalizing the management of the Human Resource function in governments. This initiative should be encouraged and supported as a key component or a network operating under the auspices of AAPAM.

- vi. The conference noted that there were serious leadership crises at the local government levels, both political and managerial. These crises need to be addressed through training and development initiatives with the centre leading the process and making resources available. AAPAM should find occasion to bring this issue to the attention of the Public Service Commissions and Heads of Public Service.
- vii. The conference further noted that, as governments cede some of their functions to executive agencies, the private sector, and civil society in order for them to concentrate on policy development, they will need to develop greater capacity to supervise, monitor and regulate these organizations. Unfortunately, not much effort is being put into strengthening governments in that regard. As a matter of urgency efforts should be directed in that area.
- viii. The conference noted that the HIV/AIDS scourge is decimating human capital in African public services and therefore creating a crisis for governance and service delivery. Governments should take steps to take stock of the impact of HIV/AIDS on numbers, skills, etc within the public service and take appropriate action. This should include developing HIV/AIDS work place interventions and programmes and implementing them.
- ix. The conference noted further that the AAPAM tradition of sharing experiences on developments and innovations in African public administrations, informed both by practitioners as well as research

conducted by academics, needs to be continued, nurtured and strengthened.

ACKNOWLEDGEMENTS

AAPAM is most appreciative of the Government of the Royal Kingdom of Swaziland for hosting the 29th AAPAM Roundtable Conference. Besides providing high class facilities and logistics support, it also extended generous hospitality to the delegates. The fact that the conference was opened by His Excellency the Rt. Hon. Prime Minister, underscored the importance which the government attached to the conference. For this the AAPAM fraternity will ever be most grateful to His Majesty, King Mswati III and his Government.

AAPAM wishes to extend its appreciation to the Chief Host, Mr. Sandile Ceko, Head of Public Service and Secretary to Cabinet, Government of Swaziland. Special thanks go to the National Organizing Committee, the Secretariat of the Conference, the Rapporteurs including the Rapporteur General who worked longer hours to make the conference successful. All local sponsors that pooled resources together to support the conference are highly appreciated.

Last but not least, AAPAM wishes to extend its sincere gratitude to its international development partners especially, the Canadian International Development Agency (CIDA), the Institute of Public Administration of Canada (IPAC), the Commonwealth Secretariat, London and the United Nations Department of Economic and Social Affairs (UNDESA).

Delegates will for ever remember the hospitality of the Swazi people and their cultural and tourist attractions. To the delegates, the Umhlanga Reed Dance Ceremony was as refreshing and captivating event as it was a treasured reincarnation of the African culture.

For all that we say: "SIYABONGA".

**Mbabane, Swaziland
7th September 2007.**

THE AAPAM AWARD FOR INNOVATIVE MANAGEMENT IN PICTURES

The AAPAM Award for Innovative Management was among the five categories of awards in the AAPAM Awards and Recognition Programme launched at the 27th AAPAM Roundtable Conference that was held in Livingstone, Zambia, 5 – 9 December 2005. The first of this award was presented to the winners at the 29th AAPAM Roundtable Conference held in Mbabane, Swaziland, 3 – 7 September 2007. The presentation event was presided over by Hon. S'gayoyo C. Magongo, Minister of Public Service and Information, Royal Kingdom of Swaziland.

The five finalists were:

- **The Gold Trophy.** SOUTH AFRICAN SERVICE. Rural Mobile Community Service Centre.
- **The Silver Trophy.** MINISTRY OF CIVIL SERVICE AND ADMINISTRATIVE REFORMS. Spearheading administrative reforms through innovative package.
- **The Bronze Trophy.** TEACHER'S SERVICE COMMISSION OF KENYA. Payment of salaries through electronic funds transfer system (EFT) and Postal Corporation of Kenya (PCK).
- **The Glass Trophy.** NATIONAL EMERGENCY RESPONSE COUNCIL ON HIV/AIDS, SWAZILAND. Helping communities help themselves: Swaziland Innovative Community-based Response to HIV/AIDS.
- **The Glass Trophy.** BUSINESS REGISTRATION AND LICENCING AGENCY (BRELA). Reduction for the road map to access the BRELA services.



GOLD TROPHY. South African Service. Rural Mobile Community Service Centre.



SILVER TROPHY. Ministry of Civil Service and Administrative Reforms. Spearheading administrative reforms through innovative package in Mauritius.



GLASS TROPHY. Business Registration and Licencing Agency (BRELA). Reduction for the Road Map to Access the BRELA Services in Tanzania.



GLASS TROPHY. National Emergency Response Council on HIV/AIDS, Swaziland. Helping communities help themselves: Swaziland Innovative Community-based response to HIV/AIDS.

YOUNG PROFESSIONALS AT THE AAPAM ROUNDTABLE CONFERENCE

The AAPAM Young Professionals that attended the conference in Mbabane presented the following report.

We appreciate, the Commonwealth Secretariat, AAPAM, Government Departments, MDI's that have funded and granted permission to the Young Professionals (YP) to attend the 29th AAPAM Roundtable Conference in Mbabane, Swaziland. We also appreciate the AAPAM Executive for the due recognition awarded to the YP emanating from the recommendations made in Arusha Tanzania during the 28th AAPAM Roundtable Conference.

We appreciate the delegates for the information communication sharing especially on the critical subject of political and managerial leadership for change and development in Africa. As leaders of tomorrow, we have been professionally nurtured and our knowledge base and appreciation of leadership has been enhanced.

We wish to express our hearty thanks to the people of the Royal Kingdom of Swaziland for their warm welcome and hospitality, especially the exposure to their rich culture through the Umhlanga dance (REED Dance) and the various activities enjoyed every evening. SIYABONGA

Learning points, observations and recommendations

Our expectations for the 29th Round Table Conference included:

- Exploring the key elements of effective leadership
- Finding out if and how they are being practiced in other regions and emerging economies in Africa
- Establishing ways that leadership at both the political and bureaucratic levels could be enhanced to accelerate positive change in Africa.

Exploring the key elements of leadership

The YP appreciate the fact that the conference presentations and deliberations have been very comprehensive in terms of imparting a thorough understanding of the concept of effective leadership and its key elements. For example the presentations on Strengthening Leadership Capacity during Plenary Session 7 satisfied our expectations.



Some of the Young Professionals in a meeting at the conference.

Finding out if and how they are being practiced in other regions and emerging economies in Africa

Whereas the YP are of the view that this expectation was not fully met, the presentations on Public Service Delivery: Challenges to Leadership and the overview of the role of leadership in the development of the Asian NICs and lessons for Africa excellently addressed it.

It is our general view that at future conferences, presenters should share practical experiences relating to theme being discussed to enable delegates to learn.

Establishing ways that leadership at both the political and bureaucratic levels could be enhanced to accelerate positive change in Africa

The YP are of the view that this expectation was not achieved. The conference focused more on analysing the problem and less emphasis was laid on addressing those problems through pragmatic, workable solutions. For instance, papers could have been prepared jointly by Academicians and Practitioners so that due consideration is given to the practical difficulties that are often encountered while attempting to implement theoretical guiding leadership principles.

Institutionalising AAPAM YP Network

Following the two previous conferences, one main issue emerged from the YP discussions – sustained continuity of interaction among the YP. The YP have resolved to institutionalise the AAPAM YP Network for recognition as a sub-structure of AAPAM in order to streamline operations and to

ensure the continuity of interaction among YP. We humbly request the continued support of the CFTC, various national governments and other institutions to pursue this endeavour.

General Remarks

- Providing a forum for National Chapters to integrate YPs
- The Executive of AAPAM could look into the possibility of strengthening the national chapters by tapping the potential of the YP
- Need for AAPAM to focus on deliverables
- In order to be more result-oriented, AAPAM needs to specify the deliverables in an Action Plan which can be reviewed, through Progress reports, at the next conference.
- The optimum use of ICT in the organisation of AAPAM conferences
- A number of delegates had hiccups with their travel arrangements attributed to limited information communication sharing.
- Mindful of the digital opportunities available, packaging of the conference presentations could have been in both soft and hard copies

Conclusion

In conclusion, in the spirit of continuity, we as the YP need the support of AAPAM and AAPAM needs us.

Let's celebrate difference before we make difference an issue!

INVITATION TO THE 30TH AAPAM ROUNDTABLE CONFERENCE-Ghana

WELCOME TO GHANA

AAPAM President, Mr. John Mitala
AAPAM Vice Presidents
Members of AAPAM Executive
Committee
Representatives of AAPAM
Development Partners
Heads of Public/Civil Service
Commissions
Professors, Colleagues, Permanent
Secretaries, Ladies and Gentlemen

I feel honoured to stand before you this morning to perform a very simple but very important function; namely to confirm to you the readiness of Ghana to host all of you to the 30th AAPAM Roundtable Conference in 2008.

However, before I do that, permit me on behalf of Ghana's delegation to congratulate the Royal Kingdom of Swaziland for successfully hosting the 29th AAPAM Roundtable Conference. It is a job well done and I personally have taken some lessons to guide us in the planning and organisation of next year's conference.

I also like to commend the AAPAM President, the Executive and all those who contributed to the success of the conference for their commitment and dedication. I hope and pray that Ghana will receive the same level of support next year.

Ladies and Gentlemen, since last year when Ghana offered to host the 30th AAPAM Conference, my Head of Service, Mr. Joe Issachar has established a high powered planning committee of which I am the co-chair; and we have facilities and some of the resources that will make the conference and your stay in our country the greatest experience you ever had. And ladies and gentlemen, you cannot prove me wrong or right for making this statement unless you make it a point to be in Ghana. You will never regret you did. Now ladies and gentlemen, I want to present to you an audio visual to see Ghana



Mrs Bridget Katsriku, Permanent Secretary, Ministry of Tourism and Diaspora Relations welcoming delegates to Ghana for the 30th Roundtable Conference.

today but please note that this is just a little drop in the ocean of what awaits you in Ghana. It is intended to be an appetiser to prepare your stomach for the full course of the menu when you arrive in Ghana in October 2008. I now invite you Ladies and Gentlemen to relax and enjoy the video.

Ladies and Gentlemen, I can see from your facial expressions that you are already asking for more, and more you shall get when you come to Ghana, to feel what you have just heard and seen from the video.

Finally, let me tell you just four (4) reasons why you must come to Ghana:

- (i) Ghana, the first independent country in sub Sahara Africa celebrated her 50th independence anniversary this year. It is a good idea to come and see for yourselves how Ghana is doing so far and being the 1st we have a number of experiences to share.
- (ii) Ghana is one of Africa's strong and emerging democracies with good

governance systems. Next year is an election year and it will be interesting for you to come and experience how our politicians practice democracy.

- (iii) Ghana was one of the founding members of AAPAM and has played very active roles in sustaining the Association. Your presence in Ghana will be a demonstration of your recognition of Ghana's committed service to AAPAM.
- (iv) The last but not least Ghana loves you very much and we miss you after over 20 years of hosting AAPAM the last time. Ghana is ready to say Akwaaba - welcome.

Mrs. Bridget Katsriku
Permanent Secretary
Ministry of Tourism and Diaspora
Relations
Ghana

**Mbabane, Swaziland
7th September 2007**

CALL FOR SUBMISSIONS-AAPAM AWARD FOR INNOVATIVE MANAGEMENT

The African Association for Public Administration and Management (AAPAM) presented its first **Award for Innovative Management** at the 29th AAPAM Annual Roundtable Conference that was held in Mbabane, Swaziland from 3rd to 7th September 2007. The Award was hotly contested among seventeen organizations from twelve African countries that participated in the competition. This Award recognizes organizational achievement in the public sector and is supported through the partnership between AAPAM and the Governance and Institutional Development Division of the Commonwealth Secretariat.

The Award is about Innovations that create effectiveness in the performance of organizations in the public sector through the introduction of new ideas and new operational and management methods. The purpose and objectives of the Award include the following:

- (i) To recognize and publicize innovation in the public sector which are worthy of emulation.
- (ii) To enhance the image of the public sector in Africa.
- (iii) To promote innovation in the public sector by encouraging and recognizing organizations and people for creative and effective ways of solving specific problems of administration and management.
- (iv) To facilitate the transfer of innovation and best practices as a way of improving the quality of Public Administration and Management in Africa.

The purpose of this letter is to solicit and encourage submissions from your organization in pursuit of this Award. The submissions shall be adjudicated by an independent Jury composed of five prominent Africans knowledgeable in the field of public sector man-

agement and a representative of the Commonwealth Secretariat to determine the first, second and third prize recipients. The Awards will be given at the AAPAM Roundtable Conference that will be hosted by the Government of the Republic of Ghana in 2008. Winners and other leading entries will be extensively publicized, including features in the AAPAM Newsletter. The Executive Summaries of all submissions shall be posted on the AAPAM Website: www.aapam.org.

Attached for your information and guidance are the Conditions, Procedures and Rules of Competition for this Award and the criteria that shall be used to evaluate the submissions. Please provide an executive summary of up to 50 words that shall be posted on the website.

We urge your organization to make an entry in the competition. Winners will receive Africa continental recognition as well as acknowledgment and prestige within the African public administration community. Participation in the competition for the Award will also be a catalyst for improving employee morale in your organization.

Please use the attached **Entry Form** (Annexure 3) to make your submission, and send your entry by e-mail: aapam@aapam.org to reach the AAPAM Secretariat by 29th February 2008. Each submission received shall be acknowledged.

This competition is as exciting as it is of great value to both your organization and the advancement of public administration and management in Africa. We have every hope that you will make an entry and we are looking forward to receiving it within the submission period indicated above.

If you are the head of a Ministry/Organization or the AAPAM Focal Point in your country, please circulate this letter and its annexures as widely as possible among Local Governments, Municipal Authorities, Institutions of

Higher Learning, Departments and Agencies, as the case may be, that are under your jurisdiction.

I thank you for your interest, assistance and cooperation.

John Mitala
AAPAM PRESIDENT

CONDITIONS, PROCEDURES AND RULES OF COMPETITION (Annexure I)

1. Entries shall be made by a Ministry/Organization/Authority in the public service or a Department/Agency/Section/Division/Branch within it depending on the choice of the entrant. All Government Ministries, Departments and Agencies, Public Sector Institutions, Local Governments and Municipal Authorities and Institutions of Higher Learning in African countries are eligible to participate in the competition.
2. Awards will not be made to individuals but to public sector organizations. All public sector organizations are eligible.
3. Submissions shall be made on a prescribed entry form and shall not exceed 1,500 words with an executive summary of not more than 50 words. All supporting materials shall be placed in an appendix.
4. The call for submissions shall be made in **October**. All submissions shall be received by the AAPAM Secretariat by the end of **February** of the following year.
5. A submission entered in a previous competition, but which was not among the winners in that year, may be re-submitted for consideration by the Jury, provided that no submission shall be considered more than three times.

6. The Jury shall consist of five (5) distinguished persons, including at least one academic, who are knowledgeable in public sector management.
7. The Jury will draw up a final list of 5 entrants. The finalists will be invited to appear before the Jury to present and defend their submissions. The Jury will then determine the winner for the Gold, Silver and Bronze Awards.
8. The five finalists will be given opportunity to present their entries at the Annual Roundtable Conference following which the Winners in the three categories will be announced and the Awards given.
9. The decisions of the Jury shall be final; the Jury may decide not to award prizes if the submissions in any one year are not up to standards.
10. The best three entrants shall receive the Gold, Silver and Bronze Awards in order of merit. The

other two finalists may receive recognition trophies.

11. Entries may be made in either English or French. All entries become the property of the African Association for Public Administration and Management.

CRITERIA FOR EVALUATION OF SUBMISSIONS (Annexure II)

1. Innovativeness

That the entry is genuinely innovative within the public sector; innovation being in the form of a successful experiment; the implementation of effective organizational change; the translation of new ideas into practice; or harnessing new technology.

2. Relevance

That the innovation has relevance with the main functions of the organization and spells out clearly the impetus for the change; purpose and objectives

of the change; positive outlook for the future; potential implications for other organizations.

3. Significance

That the benefits of the innovation, either actual or potential, are significant; significance can be local as well as national and should not be valued simply on the ground of size and scale of benefits.

4. Sustainability

The innovation has been implemented for a considerable period of time, and has shown evidence of being institutionalized and self-sustaining with local resources.

5. Replication

The innovation has the potential of universal appeal, replication and transfer. Whether the innovation contains elements that can be adopted elsewhere to solve more or less similar problems in more or less similar organizations and country setups.

ENTRY FORM (Annexure III)

AAPAM AWARD FOR INNOVATIVE MANAGEMENT COMPETITION

1. Name and address of the organization, section or division making the submission.
2. Name of Project
3. Name, title, telephone, fax numbers and email of the contact person.
4. Number of employees in the organization, section or division.
5. Describe in not more than 1,500 words on an attached sheet the managerial innovation, its nature and effects and the date of introduction.

Submission should include the following:

- (i) impetus for the change
- (ii) purpose and objectives of the change
- (iii) the innovation itself
- (iv) how it was done
- (v) results achieved to-date
- (vi) outlook for the future
- (vii) potential implications for other organizations

6. Executive Summary

7. Signature:

8. Date:

5th UNPAN e-KNOWLEDGE MANAGEMENT TRAINING WORKSHOP



From left is Dr Yolamu Barongo 3rd and Mrs Jane Adewa 5th on the back row.

23-26 OCTOBER 2007, SEOUL, REPUBLIC OF KOREA

The Secretary General, Dr. Yolamu R. Barongo and the Programme Officer, Mrs J. A. Adewa, were invited by the United Nations Department for Economic and Social Affairs (UNDESA) to attend the above workshop. The workshop was organized by the United Nations Public Administration Network (UNPAN) in cooperation with the Ministry of Government Administration and Home Affairs (MOGAHA) of the Republic of Korea and the United Nations Governance Centre in Seoul.

The Workshop focused on technical training as well as on the sharing of innovation practices on

knowledge management. A special lecture on Government Innovation in Korea was given by the Assistant Minister of MOGAHA, Mr. Phil-Eon Seo. The Assistant Minister, together with officials from the Ministry, gave an overview of Korea's e-government promotion strategy and success stories as well as the future direction of Korea's e-government strategy.

The technical training focused on UNPAN Systems that included training on the UNPAN Web Content Management System, latest Conference/Training on the Database, UNPAN Online Training Centre and UNPAN Systems Training Evaluation.

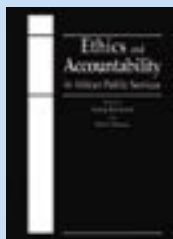
On the last day of the workshop participants were taken on a field trip where a visit was made to the Information Network Village. This is an IT community which was formed as an IT training for 364 residents. There was

sharp increase in Personal Computers supply rate from 16% to 87% after the establishment of the Information Network Village. This is one of Korea Government's IT policy and e-government strategy. A visit was then made to SAMSUNG Electronics, where participants toured the exhibition hall and saw SAMSUNG's world best products. The last visit for the day was a tour of the Government Innovation Centre at MOGAHA where participants watched a documentary film on the vision of e-Government and experienced e-government and the simulating e-voting system.

The workshop had a lot to offer in terms of e-knowledge management and the sharing of experiences from all regions of the world. It was also very well attended, with participants coming from the world-wide UNPAN family.

BOOK CORNER

AAPAM PUBLICATIONS



Ethics and Accountability

Edited by: Sadiq Rasheed and Dele Olowu
1994, 308p
US\$ 10 (Paperback)
ISBN 92 9064 067 7



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1990, 194p
US\$ 20 (Hardback)
ISBN 0-7974-0949-1



Wealth Creation for Poverty Eradication in Africa

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Edited by: M. Jide Balogun and Yolamu Barongo
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US\$ 10 (Paperback)
ISBN 92 9064 182 7



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African Journal of Public Administration and Management

Vol. XVIII No. 1
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Report of the 28th AAPAM Roundtable Conference, Arusha, Tanzania

4–8 December, 2006
AAPAM Secretariat

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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.



Delegates registering for the 29th AAPAM Roundtable Conference, Mbabane, Swaziland, 3-7 September 2007.