



# AAPAM

## NEWSLETTER

THE AFRICAN ASSOCIATION FOR PUBLIC ADMINISTRATION AND MANAGEMENT

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H. E. Alhaji Aliu Mahama, Vice President of Ghana (seated, third from left) presides over the opening ceremony of the 30th AAPAM Roundtable Conference, Accra, Ghana, 6th October 2008. With him on the right are Hon. Samuel Owusu-Agyei, Ministry of State for Public Sector Reform (extreme right, front row) and Mr. John Mitala, AAPAM President and, on the left, Mr. Joe Issachar, Head of Ghana Civil Service and Mr. Tlohang Sekhamane, AAPAM Deputy President.

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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 African Regional Professional Organisation that promotes best practice, excellence and professionalism in Public Administration and Management in Africa through Research, Publications, Training Seminars, Conferences and Awards.

## EXECUTIVE COMMITTEE

### President

**Mr. Tlohang Sekhamane,**

Government Secretary  
Head of Civil Service and Cabinet Secretary  
Government of the Kingdom of Lesotho

### Deputy President

**Mr. Joe D. Issachar,**

Head of the Civil Service  
Government of the Republic of Ghana

### Vice-President, West Africa

**Ms. Amma Peple**

Head of Civil Service of the Federation  
Government of the Federal Republic of Nigeria

### Vice-President, North Africa

**H. E. Deng Chuol Malang**

Chairperson  
Southern Sudan Civil Service Commission  
Government of Southern Sudan

### Vice-President, Central Africa

**Dr. Finlay Sama Doh**

President  
AAPAM National Chapter of Cameroon  
Cameroon

### Vice-President, East Africa

**Mr. Titus M. Ndambuki**

Permanent Secretary  
Ministry of State for Public Service  
Government of Kenya

### Vice-President, Southern Africa

**Ms. Matondo Monde C. Yeta**

Permanent Secretary  
Cabinet Office  
Gender in Development Division  
Government of Zambia

### Secretary General

Dr. Yolamu R. Barongo

## 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 reports of the Annual Roundtable Conferences.
- 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 Individual Members**
  - Professor Stephen Adei (Ghana)
  - Ms Mary Nanoono (Uganda)
  - Ms Getrude K. Mpaka (Tanzania)
  - Ms Grace A. Otieno (Kenya)
  - Director M. L. Wahab (South Africa)
- **Representatives of Corporate Members**
  - Uganda Management Institute (UMI)
  - Ghana Institute of Management and Public Administration (GIMPA)
  - Department of Political Science and Public Administration, University of Dar es Salaam, Tanzania
- **Lesotho Institute of Public Administration and Management (LIPAM)**
- **Editor and Chairman of Editorial Board**  
African Journal of Public Administration and Management (AJPAM).
- **All Chairpersons of National Chapters**

### NOTE

Members of the Executive Committee (except the Secretary General) and representatives of Individual and Corporate Members on the Council, were elected by the AAPAM General Assembly during the 30th Roundtable Conference held in Accra, Ghana, 6th to 10th October 2008. They are to serve for a term of three years.

# LETTER FROM THE PRESIDENT

**Dear Members,**



*Mr Tlohang Sekhamane*

Welcome to another edition of the newsletter of the Africa Association for Public Administration and Management (AAPAM). As we begin this new era in the leadership of our association, I wish to extend warm greetings to you all. As members of the new Executive Committee and Council, we feel extremely honoured to be elected to the leadership of this great organization. We accept this responsibility with decorous humility and submission; and we pledge to work tirelessly in the coming three years to take AAPAM to the next level. We receive this baton of leadership from very able hands; and we must express our profound gratitude to Mr. John Mitala and the entire outgoing Executive and Council for reviving this organization, breathing new life into it, and thereby making Africa proud again. I am confident that they will always be available to lend a hand when called upon to do so.

We thank the Government and the people of the Republic Ghana for hosting the 30th Roundtable Conference of AAPAM. The facilities put at our disposal and the hospitality of the people were exemplary; Ghana's rich natural, cultural and historical heritage will stay in our minds for many years to come; GIMPA is itself a living inspiration for our Management Development Institutes; and the active participation of His Excellency the Vice President, the Honourable Ministers and other local dignitaries in our various activities was truly heartening. In a nutshell, Mr. Joe Issachar and his team planned it well and gave it their all; and in the end, they delivered a very successful Roundtable Conference. In addition, and quite apart from these outstanding achievements of the Ghana Organizing Team, the Roundtable Conference in Ghana witnessed a further consolidation of our programmes through the successful implementation of the second round of the AAPAM Award for Innovative Management. As always this was a very inspiring event. I feel confident that the

number of submissions will increase phenomenally as our grip firms up on this remarkable innovation.

I wish to express our gratitude to those who have continued to give many forms of assistance to AAPAM over the years. Annual subventions from our governments have been steady, and their number is increasing, thereby giving us hope for better sustainability in the future. Support from our Development Partners has not only been consistent, it has also been quite flexible and accommodating, providing us with both financial and technical support, and allowing us to meet the new demands of a growing and changing organization. There is a bubble of new energy and vigour among the members, both corporate and individual; and the increasing dominance of young professionals in this regard is clearly discernible. The Staff at the Secretariat looks set and determined to take on the challenges of this new dawn in the life of our organization. I want to thank you all, and to request that you will endeavour to continue the good work as we together move to make AAPAM the premier organization that it deserves to be on the African continent.

Finally, I wish to remind you about the 31st Roundtable Conference which will be hosted by the Republic of South Africa at the coastal city of Durban, in 2009. I take this opportunity to invite you to attend in big numbers, so that we can contribute meaningfully to the Conference objective of promoting knowledge, exchanging ideas and sharing experiences, with a view to increasing the levels of good governance and enhancing the practice of public administration in Africa.

I wish you good health, prosperity and happiness in 2009. Happy New Year.

**Tlohang Sekhamane**  
PRESIDENT

# CONFERENCE COMMUNIQUE

*The 30th AAPAM Roundtable Conference was successfully held in Accra, Ghana from 6th to 10th October 2008. Below is the Communique of this Conference.*

The 30th Roundtable Conference of the African Association for Public Administration and Management (AAPAM) was organized and hosted by the Government of the Republic of Ghana and held at the Ghana Institute of Management and Public Administration (GIMPA) from 6th to 10th October 2008.

Two hundred and ninety nine (299) delegates from twenty four (24) African countries attended the Roundtable Conference. Among the participants were Cabinet Ministers, Heads of Public/Civil Services and Secretaries to Cabinet, Permanent/Principal Secretaries and other high ranking Government Officials, Chairpersons and Commissioners of Public Service Commissions, Heads of Management Development Institutes, representatives of Statutory Institutions, academics and researchers. The countries represented at the Roundtable included Botswana, Cameroon, Canada, Ghana, Gambia, Kenya, Lesotho, Malawi, Mauritius, Mozambique, Namibia, Netherlands, Nigeria, Seychelles, Sierra Leone, South Africa, Southern Sudan, Swaziland, Tanzania, Uganda, United Kingdom, United States of America, Zambia and Zimbabwe. The Roundtable Conference was also privileged to have representatives of AAPAM Partner Organizations namely, the United Nations Department of Economic and Social Affairs (UNDESA), the Institute of Public Administration of Canada (IPAC), and the Commonwealth Secretariat, London.

The Roundtable Conference aimed at addressing issues of contemporary relevance and concern to Public Administration in Africa. As usual, it drew on the knowledge and experiences of policy makers, senior

public officials, corporate and civic leaders, and renowned public administration and management scholars. The AAPAM Young Professionals Programme, which started in 2005, with sponsorship from the Commonwealth Secretariat was given an added boost with the participation of 21 delegates of their kind at the Conference.

For the second year, the AAPAM Award for Innovative Management was held during the Accra conference. After a thorough evaluation by an independent Jury of thirty nine (39) submissions that were received from 10 Countries, five finalist organizations presented their innovations at the conference. The best three finalists i.e. Tanzania Investment Centre, Mozambique Ministry of Justice/National Directorate of Registrations and Notary and the Public Service Commission of Kenya, received Gold, Silver and Bronze Trophies respectively, while the Community Water & Sanitation Agency, Ghana and Princess Marina Referral Hospital, Botswana, were presented with Glass Trophies in recognition of their initiatives in creating innovations in their organization.

The theme of the Roundtable Conference was **Enhancing the Performance of the Public Service in a Developmental State** the sub-themes of which were:

- i. Historical development perspective of the Public Service in Africa
- ii. Role, Scope and Size of the Public Service in Africa: Are the Methodologies and Approaches Appropriate
- iii. Strengthening Human Resource Management: Challenges and Improvement Measures
- iv. Pay Incentives and Rewards
- v. Enhancing Public Service Accountability
- vi. Building Public Service for a Developmental States in Africa:

- Lessons from Newly industrialized Countries (NICs)
- vii. Country Case Studies

The overall objective of the Roundtable Conference was to explore the difficulties, possibilities and modalities for enhancing the role of the Public Service in a developmental state. To achieve this overall objective, participants:

- i. Explored the historical development of the African Public Services over time and identified major issues that have affected their performance;
- ii. Examined measures taken by African Countries to address the institutional and human resource weaknesses of the public services over time, identified achievements and difficulties encountered as well as lessons learnt;
- iii. Examined the replicability of the measures taken by the newly industrialized countries like Singapore, Hong Kong, Malaysia and Indonesia to strengthen their public services that made them to spearhead development
- iv. Provided an opportunity to participants to learn from each other and from country-case studies, as well as presentations of innovations being undertaken in a number of countries
- v. Provided opportunities to participants to discuss current and potential contributions of Research and Training Institutions in enhancing the role of public services in developmental states.

## OFFICIAL OPENING

The 30th Roundtable Conference was officially opened by His Excellency, Alhaji Aliu Mahama, Vice President of the Republic of Ghana. The occasion was also graced by high profile personalities that included Hon.

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Samuel Owusu-Agyei, Minister of state for Public Sector Reforms in Ghana, and Hon. Dr. Pontso Sekatle, Minister of Local Government of the Kingdom of Lesotho.

Messages of solidarity were received from AAPAM Development Partners and delivered by the following:

- (i) Dr. John-Mary Kauzya, United Nations Department of Economic and Social Affairs (UNDESA), New York
- (ii) Mrs Janet Kathyola, Commonwealth Secretariat
- (iii) Ms. Maria David-Evans, Chair-International Committee and Deputy Minister, Institute of Public Administration of Canada (IPAC).

Welcoming participants, the Head of Ghana Civil Service and Chief Host, Mr. Joe D. Issachar, acknowledged with gratitude the unanimous decision of delegates at the 29th Roundtable Conference held in Mbabane, Swaziland in September 2007 to have Ghana as the venue of this 30th Annual AAPAM event. He indeed recalled the enthusiastic response of delegates to participate in the Accra Conference. He noted that the theme of this conference was timely and of great importance as it provided delegates with the opportunity to deliberate on the condition of the African Public Service and identify the measures to be taken to enhance its performance to make it a more effective tool for the development of the state.

He further indicated that the conference was designed to provide

an independent open environment to network, share information, identify and test ideas, exchange experiences and discuss strategies for raising the performance levels of the African Public Service in order to bring development and prosperity to the continent.

Mr. John Mitala, President of AAPAM and Head of Public Service and Secretary to Cabinet, Uganda, warmly welcomed the Guest of Honour, delegates as well as collaborators and partners in development to the conference. He expressed appreciation to the Government of Ghana for hosting the Conference. He also acknowledged with gratitude the support given to AAPAM by the various African Governments over the years. Being his last official welcome statement, the President used the occasion to thank all actors who had provided support to him and the Executive Committee in running the affairs of AAPAM for two (2) consecutive terms. He also used the occasion to outline the achievements of AAPAM during their tenure of Office.

The Minister of Public Sector Reform, Hon. Samuel Owusu-Agyei M.P expressed his appreciation for the invitation extended to him to participate at the opening ceremony. Noting that the African Public Services play a vital role in the lives of the citizenry and yet are confronted with enormous and daunting challenges which constrain their delivery capacities, he observed that the theme and sub-themes of the conference were most appropriate and timely. He indicated that the issues required

deep deliberations and that the expected outputs at the conference would go a long way in raising the performance levels of public sector institutions in Africa. He then invited the Guest of Honour, His Excellency the Vice President, to deliver the keynote address and formerly open the conference.

In his opening speech, the Vice President of the Republic of Ghana Alhaji Aliu Mahama indicated that he was highly honoured and privileged to be invited to deliver the keynote address. Emphasizing the importance of public services in the development countries, he likened them to the hardware of modern corporate states, which serve as the mechanism for good corporate governance in their respective countries.

He noted that in the bind to find solutions to Africa's developmental challenges, reforms that are environmentally adaptable, home-grown and dovetailed to benefit from lessons and best practices elsewhere should be encouraged.

In that regard, he entreated delegates at the Roundtable to exchange ideas and experiences dispassionately and professionally.

His Excellency the Vice President kindly requested that in addition to the issues that had been lined up for deliberations at the Conference, the following concerns should be given consideration.

- i. The negative perceptions held by stakeholders of the Public Service development of workable strategies to harness political will, support and commitment in furthering the courses of public service delivery and improved productivity.
- ii. Effective organizational development and HR practices geared at achieving the Millennium Development Goals (MDGs) by 2015; and lastly
- iii. Performance management and productivity.

He concluded his address by stating that delegates had "taken a noble decision to travel to Accra to participate in a Conference that



Delegates listen to speakers at the opening ceremony

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*A delegate makes an intervention during discussions at the conference*

would change the fortunes of public administration and management in Africa. Let us together strive to make the desired impact”.

## CONCLUSIONS/ RECOMMENDATIONS

Over the five-day period, the Roundtable participants working in nine (9) plenary and workshop sessions came up with the following observations, conclusions and recommendations:

- i. Noted that of all the continents, Africa lagged behind with regard to the achievement of the Millennium Development Goals (MDGs) and other agreed development agenda, including poverty eradication. This was largely attributed to absence/inadequacy of a developmental state irrespective of the definition. The achievement of a developmental state will require developing capabilities in the political (institutional), regulatory, bureaucratic/administrative and technical areas as well as the capacity to mobilize and extract resources to finance development.
- ii. Further noted that not enough attention seems to be devoted to addressing these areas although substantial variations exist among African countries.
- iii. Acknowledged that a strong public administration system requires competent, knowledgeable, well motivated, and innovative human resources.

However, in most African Public Services, the human resource is not managed as a valuable asset. The HR departments and HR practices are not accorded adequate recognition within the public service system. There is need to modernize and professionalize the human resource function in public service organizations.

- iv. Stressed that, for that reason, African public services must strategically position the HR function by recruiting competent and professional HR practitioners, providing training and development opportunities and according them a supportive work environment. To this effect, the participants endorsed the initiative being taken to establish an Africa Public Sector Human Resource Managers Network and urged African governments to accord it the required support. It was noted that the Government of Tanzania has already started working with UNDESA to organise capacity building events in strategies for human resource development in the public sector. All African Governments are urged to send Human Resource Managers for this training.
- v. Noted that African public services lacked performance and delivery capacities because of the unattractive conditions of service. Pay levels are in most countries low, stagnant, non-competitive, compressed, and not related to performance. In addition, the pay levels are not determined in a systematic, professional way. Countries where the Civil
- vi. Stressed that training and development programmes should be systematically institutionalized within the public service and should be seen as an essential investment and not a cost.
- vii. Noted that while the retrenchment exercises which were undertaken as part of the structural adjustment programmes are now ebbing, many governments have not yet addressed the issue of the right-size and skills-mix of the public service to be able to undertake the changing functions of the public service. Attention should therefore be given to finding the optimal size and mix to meet the emerging functions including the need for greater management capacities now that the state is sharing its service delivery functions with other actors. It was realised that in many instances, the challenges related to the achievement of MDGs, NEPAD, and other development agenda requires more and not less capable public servants. In this regard, the importance of ensuring public services have the right numbers is further underscored by the attrition in Public Service numbers arising out of the HIV/AIDS pandemic.
- viii. Discussed the issue of whether Africa can learn from the experiences of the Newly Industrialised Countries (NICs) as they moved to a developmental state. It noted that in developing, they placed strong emphasis on the state leading the development process, investing heavily in

Service has made a difference in development have tended to pay their Civil Servants well, for example Singapore, Malaysia, and Botswana. The reason that tends to be given for low pay is the inability to pay, an assertion that must be questioned. In that case, there is the need to introduce pay reform policies and strategies that will make the public service the preferred employment of choice, with competitive and attractive conditions of service comparable with the private sector to both attract and retain staff and also to arrest the issue of brain drain. Developing Human Resource Managers capable of providing professional advice on pay determination would help in this regard.

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- infrastructure and human capital development, as well as developing the capacity of the public service including emphasis on training and development. Africa should emulate the course of action by those countries, taking into account the circumstances obtaining in the different country environments.
- ix. Agreed that within Africa, there were countries making significant strides towards the achievement of a developmental state e.g. South Africa, Botswana and Mauritius. Other African countries might wish to learn lessons of what and how those countries made the progress with special focus on the contribution made by their public services.
  - x. Noted that increasingly, African governments are recognising the importance of engineering local-level socio-politico-economic developments using local governments to enhance democracy and participation in local governance. As those developments are taking place, the pace varies from country to country. The factors that influence that pace are, on the one hand, the capacity of local government institutions to shoulder those decentralised responsibilities, and, on the other hand, the willingness of the centre to move the required resources to sub-national structures. Given the fact that a developmental state cannot be built from the centre, there is need to put effort in building capacity of local government through training, and empowerment of councillors, and at the central level, passing legislation that require central authorities to release those resources.
  - xi. Recognised that the achievement of the developmental state requires effective collaboration between the political and administrative leadership. In many countries, this does not seem to be the case. At the national level, management development institutes (MDIs) should be encouraged to take the initiative to organise fora/training that will bring together the political and administrative classes on a regular basis. This could best be done as new governments are inaugurated and the MDIs taking proactive steps to engage and dialogue with government on



*A section of delegates that attended the 30th AAPAM Roundtable Conference, Accra, Ghana, 6-10 October 2008*

- xii. Agreed that competent, transformational and visionary leadership, both political and administrative, largely accounted for the phenomenal growth and development of the NICs. In contrast with the situation in Africa, leaders are constrained by the lack of well-developed political systems and values that nurture and develop leaders and are, thus, unable to develop the level of leadership capacity needed to champion the development of Africa. Accordingly, it was affirmed that current and emerging African leaders should endeavour to emulate and inculcate the leadership style and qualities prevalent in the NICs and strive to encourage fruitful and positive relationships with the institutions of the state. As a long term strategy, universities, MDIs, Ministries responsible for human resource development as well as international development partners, should emphasise programmes geared towards leadership capacity development.

## ACKNOWLEDGEMENTS

AAPAM expresses profound gratitude to the Government of Ghana and the leadership, notably the Vice-President of the Republic, for opening

the conference and giving the participants guidance; the Minister of Public Sector Reform for making time to be available in spite of his busy political campaign schedule; the Hon. Dr. Pontso Sekatle, minister of Local government of the Kingdom of Lesotho, for delivering the 2nd Testimonial lecture titled Enhancing Service Delivery through Decentralization: The Case of Lesotho and the GIMPA leadership and staff for providing an excellent and hospitable environment for the conference. AAPAM further, expresses appreciation to the cherished International Partner Organisations of AAPAM for their resolute and continued support towards enhancing the capacity of the public services of AAPAM member countries. All of them provided financial and material support to AAPAM, for the organization of the 30th Roundtable Conference. Last but not least delegates appreciation for the hospitality extended by the many public and private organizations over the five-day period, the National Organizing Committee, the Secretariat of the conference and many others who worked tirelessly to make the conference successful.

The 31st Roundtable Conference will be held in Durban in 2009, at the invitation of the Government of the Republic of South Africa and will focus on the theme *The World Economic Crisis: Are African Public Services Combat Ready?*

ACCRA, GHANA  
10TH OCTOBER, 2008

# INVITATION TO THE 31ST AAPAM ROUNDTABLE CONFERENCE

## INVITATION TO THE 31ST AAPAM ROUNDTABLE CONFERENCE, REPUBLIC OF SOUTH AFRICA

- The AAPAM President
- Fellow Distinguished Delegates
- Ladies and Gentlemen

Mr. President, we view AAPAM as a key roleplayer in ensuring productive and sustainable networking and collaboration among public servants, top executives in public and private sectors, consultants, researchers and teachers of public administration and management on the continent. It is in this context that we would like to build long-standing linkages to create a public service that responds to the developmental needs of our society.

I am pleased to report that South Africa has recently established a national chapter. The South African national chapter was launched on 21 August in Johannesburg. We were very pleased and grateful that the former President of AAPAM, Mr John Mitala and the current President of AAPAM, Mr Tlohang Sekhamane, were in attendance. Thank you once again Mr Mitala for the good wishes you expressed on that occasion. The gathering elected an Executive Committee and the EXCO elected Professor Richard Levin, Director-General of the Department of Public Service and Administration in South Africa, as Chairperson.

Allow me to convey Professor Levin's sincere apologies for his absence from these proceedings. The election of a new President, President Kgalema Motlanthe and the appointment of a new Minister for the Public Service and Administration, Mr Richard Baloyi, have meant that Professor



*Durban: The magnificent city that will host the 31st AAPAM Roundtable Conference in November 2009*

Levin has had to cancel all travel for the short term. I am happy to report that the transition in South Africa has proceeded smoothly and the new administration has emphasised the need for continuity and stability. President Motlanthe has made it clear that "We have no choice now other than to move forward, to forge ahead undaunted with the tasks we have set ourselves."

Ladies and Gentlemen, it is my honour and privilege to officially accept the offer to host the 2009 annual conference, and to take this opportunity to invite you all to 31st AAPAM Roundtable Conference in the Republic South Africa.

We are proposing to AAPAM that the 31st Roundtable in South Africa be held in November 2009, in Durban part of the majestic province of KwaZulu-Natal.

We have noted the high standards set by the Government of Ghana in hosting the 30th Roundtable Conference. We congratulate you for the successful event and accept the responsibility for ensuring that we maintain the standards.

Distinguished ladies and gentlemen, we hope you will accept our invitation and we are looking forward to seeing all of you in South Africa.

I thank you

Medaase

Merci

**Ms. Monica Phalane**  
Manager, Office of the  
Director - General  
Department of Public Service  
and Administration  
Republic of South Africa

# REPORT OF THE AAPAM YOUNG PROFESSIONALS

## AT THE 30TH ROUNDTABLE CONFERENCE, ACCRA, GHANA



*Some of the AAPAM Young Professionals holding a meeting at the conference*

## Introduction

The 30th AAPAM Roundtable Conference was commemorated and embraced at GIMPA, Ghana and, as part of the tradition for this conference, the presence of the Young Professionals from different African Countries was also acknowledged.

The Young Professionals wish to express their sincere appreciation to AAPAM and the Commonwealth Fund for Technical Co-operation (CFTC), for providing them with the unique opportunity to participate in the 30th AAPAM Roundtable Conference. They are also grateful to their respective countries for granting them permission to attend these empowering conferences.

It has become the AAPAM tradition since 2005 (when the Young Professionals programme was launched), to have the youth of Africa who are serving in the public service to be part of the Annual AAPAM Roundtable Conferences. This year African Youth from different countries namely; Botswana, Cameroon, Gambia, Ghana, Kenya, Lesotho,

Malawi, Mauritius, Mozambique, Seychelles, Sierra Leone, South Africa, Swaziland, Tanzania, Uganda and Zambia, were represented.

The theme for this year's conference, "Enhancing the Performance of the Public Service in a Developmental State" attracted presentations from several Academics and Public Administration and Management practitioners. The presentations stimulated discussions amongst the delegates.

Observation and Learning Points  
The following points are the observations and learning points of the Young Professional during the conference:

- i. The presentations were clear in exemplifying how other countries have developed over the years in their public service, moving from pre-independence to independence;
- ii. The presentations enabled us to have a clear understanding of what public administration is all about;
- iii. Reluctance of Public Service to decentralize its functions,

resources and the importance of strengthening Local Government services

- iv. The importance of Government investment in training and empowering Management Development Institutions (MDIs)
- v. Recruitment is mainly based on verbal interview which may not necessarily come up with suitable candidates.
- vi. Modernization and professionalism of HRM in the Public Service to ensure effectiveness and efficiency in service delivery
- vii. Having unfailing database in the public service machinery

## Recommendations

- i. Coaching and mentoring should be emphasized to ensure proper succession planning in the Public Service;
- ii. Depoliticize the public service;
- iii. Young and Senior professionals must work together in harmony;
- iv. The executive and Legislature should work together to ensure the implementation of public service reform programmes;
- v. There should be increased investment in research to enhance decision making in the Public Service;
- vi. Merit based placement and progression in the public service should be emphasized;
- vii. There is need to have sustainable recruitment and retention policies, procedures and processes in order to enhance the performance of the public service;
- viii. The programme for the YP should be organized in such away that an induction session is designed for the new members and all Young Professional's arrive at least a day in advance in the host venue to organize themselves;

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# AAPAM AWARD FOR INNOVATIVE MANAGEMENT

## RECIPIENTS OF TROPHIES AND AAPAM AWARD FOR INNOVATIVE MANAGEMENT, 2008

During the 30th Roundtable Conference held in Accra, Ghana, AAPAM presented its Innovative Management Award, for the second time, to three leading organizations for their successful innovations in the public sector. Out of thirty nine submissions that were entered in the competition for 2008, five were shortlisted and the organizations concerned were invited for interview. The five finalists organizations and their projects of innovation were:

1. Princes Marina Referral Hospital, Botswana  
*Total Quality Management (Long patient waiting time at Princess Marina Hospital out-patient Dispensary).*
2. Community Water and Sanitation Agency, Ghana  
*Management of Water Quality on Point Groundwater Systems in Small Communities.*
3. Public Service Commission of Kenya  
*Online Recruitment and Selection Database System.*
4. Ministry of Justice National Directorate of Registrations and Notary, Mozambique  
*Mobile Brigades of Civil (Birth) Registration.*
5. Tanzania Investment Centre, Tanzania  
*Investment Document, Facilitation Records Management System.*



*Tanzania Investment Centre—Gold Award*



*Ministry of Justice National Directorate of Registrations and Notary, Mozambique—Silver Award*

Following rigorous interviews by an independent Jury that led to the selection of the recipients of the Gold, Silver and Bronze categories of the Award, representatives of all five finalist organizations presented their innovations at one of the plenary sessions of the conference. The

Awards were then presented to the three winners by the Minister of State for Public Sector Reform, Hon. Samuel Owusu-Agyei, MP at a dinner he hosted on Wednesday 8th October 2008. The other two finalists received Glass Trophies.

# AAPAM AWARD FOR INNOVATIVE MANAGEMENT



Public Service Commission of Kenya—Bronze Award



Community Water and Sanitation Agency, Ghana—Glass Trophy



Princess Marina Referral Hospital, Botswana—Glass Trophy

## Young Professionals *cont from page 9*

- ix. African countries should come up with solutions to address problems within their own countries, such can be achieved by identifying the internal causes to the current problems;
- x. The non existence of AAPAM Local chapters in other countries poses challenges as such it is suggested that AAPAM should use its office to ensure that all African countries have local chapters;
- xi. Identifying the internal causes to the current problems within the various African Public Services should be given priority;
- xii. Training needs assessment should be conducted so that capacity building programmes address specific challenges within the African Public Services;
- xiii. Public service institutions need to carry out continuous post training evaluation
- xiv. The need to have proper Human Resource Planning within the Public Service Institutions should be emphasized;
- xv. Payment of per diems should be based on the actual number of nights that delegates will spend in the host country;

## Conclusion

The Young Professionals are prepared to work together with senior professionals to enhance the performance of the Public Service in Africa. It is the hope of the Young Professionals that the above mentioned recommendations will be given due consideration.

Presented By  
**Ms. Linda Kulemeka**  
Health Service Commission  
Malawi  
10th October 2008

# SPEECH OF THE NEW PRESIDENT OF AAPAM

## AT THE CLOSING OF THE 30TH AAPAM ROUNDTABLE CONFERENCE, 10TH OCTOBER 2008

I wish, on behalf of AAPAM, to congratulate the Republic of Ghana for successfully hosting the 30th AAPAM Roundtable Conference. It was a job well done.

I feel honoured and thank all the delegates for having elected me at the 30th AAPAM Roundtable Conference as the President of AAPAM for the next three years.

First and foremost, I would like to commend the outgoing AAPAM President and Head of the Civil Service of the Republic of Uganda, Mr. John Mitala, for leading AAPAM for the past six years. He was a committed and dedicated leader who contributed to the success of the organisation. He managed to revamp it and shape it into an active regional association it is today. I am privileged to have served with him in the Executive Committee and as his Deputy for the last six years.

I also thank the outgoing AAPAM Executive Committee who were effective and instrumental in supporting the outgoing President because it would have been impossible (to go it alone). A special vote of thanks also goes to; the AAPAM Development Partners for various contributions, material and financial support; Countries that have hosted AAPAM; all countries that are members of AAPAM; all the local chapters of AAPAM on their efforts to broaden the membership base; all the people who participated in the 30th AAPAM Roundtable Conference, and all preceding conferences that have led to the notable growth of the Association.



*Mr Tlohang Sekhamane (standing right) being congratulated on his election as AAPAM President by Hon Samuel Owusu-Agyei, Minister of State for Public Sector Reform, Republic of Ghana. In the background is Mr Joe Issachar, Head of Ghana Civil Service*

It is my honour and privilege on being appointed as the President of AAPAM for the next three years; a mammoth task indeed, but which would be easy with your support. As we usher our organisation forward, to meet the challenges that face Africa today, we must strive to make AAPAM a leading Association in the 21st Century. From the deliberations of this 30th AAPAM Roundtable Conference it is clear to me, and I believe, to other members of the Executive Committee who have just been appointed, that Africa is faced with daunting challenges, such as leadership development. We need to encourage participation of our Political Leadership, particularly, Ministers of the Public Services, in our Conferences to establish synergy between the Political and Administrative Leaderships. We also need to establish and strengthen partnerships with Management Development Institutes (MDIs) to design and develop leadership training programmes for Political and Administrative Leaders and Young Professionals.

We must encourage the MDIs and other tertiary institutions such as universities in Africa, to engage in Research in order to inform policy decisions. The 30th AAPAM Roundtable Conference also expressed

concern about lack of skilled human resources in Africa and, therefore, establishing a viable and vibrant Human Resources Management Network is indispensable to provide a platform for sharing of knowledge and capacity building amongst African Public Sector Human Resources Management Professionals.

A sustained life of an organisation or Association depends on its financial muscle and viability. It is our obligation to ensure that we pay subscriptions on time, to enhance our advertising and marketing strategies of AAPAM Publications, to establish a pool of consultants within AAPAM which will also benefit African Countries through implementation of home-grown reforms that are adaptable as a way of solving Africa's development challenges.

As we engage in this journey we should strengthen Transparency and Accountability mechanisms as well as monitoring and evaluation of our programmes and projects to achieve an efficient organisation.

We, as the newly elected leadership, have heard the concerns, deliberations as well as the recommendations of the 30th AAPAM Roundtable Conference, we shall strive to be innovative and to work hard to steer the organisation into a bright future. However, as we do so, we cannot go on it alone, we need to walk hand-in-hand with everyone to ensure ownership of our dreams in order to achieve our goals.

Thank you

**Tlohang Sekhamane**

AAPAM President  
10th October 2009

# AAPAM GOLD MEDAL AWARD

## CALL FOR NOMINATIONS

In December 2005 at the AAPAM 27th Roundtable Conference held in Livingstone, Zambia, the African Association for Public Administration and Management (AAPAM), launched its Awards Programme. Among the five types of awards in the Programme, the Gold Medal is the highest and most prestigious to be bestowed on the individual by AAPAM in celebration of achievement and excellence. The Gold Medal is awarded as a mark of distinction and exceptional achievement to a person who has shown outstanding leadership and made distinctive contributions in advancing Public Administration and Management in Africa.

This Award is sponsored by the Canadian International Development Agency (CIDA) through the Good Governance Programme of the Institute of Public Administration of Canada (IPAC). AAPAM is grateful to CIDA and IPAC for their support and involvement in this Award that recognizes exceptional individual achievements in the African Public Services.

Among the purposes and objectives of the Award are the following:

- (i) To recognize persons in Public Service who have made outstanding contributions in the field of Public Administration in Africa.
- (ii) To draw attention to outstanding individual achievements which set standards for excellence to which others can aspire.
- (iii) To achieve the goal of improving the quality of Public Administration and Management in Africa.

Heads of Ministries, Departments, Universities, Management Development Institutes, Municipal and Local Governments and other Public Sector institutions, AAPAM National Chapters as well as AAPAM Individual and Corporate Members are invited to make nominations of persons who may think merit this important and prestigious AAPAM Award.

The Conditions and Procedures of the Award are appended below. It should be noted that nominations require three signatures of either colleagues or other distinguished persons and that an independent Committee of five judges shall select the person who, in its opinion, is the outstanding candidate among those nominated for the Award.

The first AAPAM Gold Medal Award was won by Prof. Adebayo Adedeji and was bestowed on him at the 29th AAPAM Roundtable Conference that was hosted by the Government of the Royal Kingdom of Swaziland in Mbabane in September 2007. The winner that shall be selected through this Call will receive the Award at the 31st AAPAM Roundtable Conference to be hosted by the Government of the Republic of South Africa in Durban in November 2009.

Nominations should be sent by the quickest means possible to reach the AAPAM Secretariat not later than **30th April 2009**. For further information or clarification please contact the AAPAM Secretariat at [aapam@aapam.org](mailto:aapam@aapam.org).

## PROCEDURES AND CONDITIONS FOR THE AWARD

1. Candidates for the Award shall be nominated by Heads of Public Service, Permanent/Principal Secretaries, Presidents/Vice-Chancellors of Universities, Directors of Management Development Institutes, Heads of Municipal and Local Governments, other Public Sector institutions, AAPAM Chapters and members.
2. Nominations shall be received by the Secretary General at the AAPAM Secretariat not later than the 30th day of April in each year.
3. All nominations for the award shall be made over the signatures of not less than three persons (nominators) accompanied by the Curriculum Vitae (CV) of the nominee. In order to qualify for consideration, the nomination must be received at the AAPAM

Secretariat by the date indicated in 2 above.

4. Each nomination shall be accompanied by a concise description of the work and achievements of the nominee which, in the opinion of the nominators, qualify the nominee for the Award, together with such supporting evidence as they may wish the judges to consider.
5. The Secretary General shall refer all such nominations received by him to a special committee of independent judges appointed by the AAPAM Executive Committee.
6. The Committee of judges shall decide the person, if any, who is to receive the Award for that year.
7. No award shall be made in any year if, in the opinion of the judges, no nomination worthy of an award is received.
8. A nomination may be reconsidered by the jury in a subsequent year provided that no nomination shall be considered more than three times.
9. No member of the AAPAM Council shall be eligible to receive the award until five years after serving on the Council.
10. The Gold Medal of the African Association for Public Administration and Management (AAPAM) shall be awarded and bestowed on the winner during the AAPAM Annual Roundtable Conference.



*Recipient of the first AAPAM Gold Medal, Professor Adebayo Adedeji*

# BOOK CORNER

AAPAM PUBLICATIONS



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## **Report of the 28<sup>th</sup> AAPAM Roundtable Conference, Arusha, Tanzania**

4–8 December, 2006  
AAPAM Secretariat



## **Report of the 29<sup>th</sup> AAPAM Roundtable Conference, Mbabane, Swaziland**

3–7 September, 2007  
AAPAM Secretariat



## **Report of the Workshop on Enhancing the Performance of the African Public Commissions Kampala, Uganda**

7–11 April, 2008  
AAPAM Secretariat

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# MEMBERSHIP OF AAPAM

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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.*



*The Ghana Minister of State for Public Service Reform, Hon. Samuel Owusu-Agyei (left) greets Hon. Dr. Pontso Sekatle (right), Minister of Local Government, Lesotho at the 30th AAPAM Roundtable Conference. Dr Sekatle delivered the second AAP AM Testimonial Lecture at the conference.*