



AAPAM

NEWSLETTER

THE AFRICAN ASSOCIATION FOR PUBLIC ADMINISTRATION AND MANAGEMENT

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AAPAM AWARD FOR INNOVATIVE MANAGEMENT; Mr Anaclel Kalibata (right), Director General, Directorate General of Immigration and Emigration, Rwanda, receives, on behalf of his organisation, the award from Hon. Amos Kimunya, EGH, MP (left), Minister of Trade, Government of Kenya, for the winning entry for the AAPAM Award for Innovative Management (see page 9 inside)

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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.

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

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Vacant

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Government of Southern Sudan

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Cameroon

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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 BENIFITS 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 activites 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:**
 - 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
 - Kenya Institute of Public Administration (KIA)
 - Lesotho Institute of Public Administration and Management (LIPAM)
- **Representatives of Individual Members being:**
 - Professor Stephen Adei (Ghana)
 - Ms Mary Nanoono (Uganda)
 - Ms Getrude K. Mpaka (Tanzania)
 - Ms Grace A. Otieno (Kenya)
 - Director M. Wahab (South Africa)
- **Editor and Chairperson, African Journal of Public Administration and Management (AJPAM)**
- **All Chairpersons of National Chapters**

THOSE ELECTED ARE TO SERVE FOR THREE YEARS FROM OCTOBER 2008

LETTER FROM THE PRESIDENT

Dear Colleagues,



Mr Tlohang Sekhamane

It is, once again, a great pleasure to extend greetings to you, on behalf of myself and of the Executive Committee, as we review progress on the activities that took place throughout 2009 and present a new plan for the year ahead.

Firstly, the new Executive Committee, which was elected by the General Assembly in October, 2008, held its first meeting in February 2009 to review the Strategic Plan of the Association for 2009 – 2013, recruitment of membership, the Innovative Management Award and the nomination of the members of the Jury for the AAPAM Gold Medal Award. In an attempt to consolidate the AAPAM financial base, the Committee revised the Conference registration fee from US\$270.00 to US\$370.00, inclusive of the membership fee of US\$70.00.

Furthermore, the Association embraces leadership capacity building to support existing leaders and to cultivate new ones in order to ensure continuity and excellence in the public service. In light of its commitment in this regard, the Association held a well-attended Workshop on Leadership Capacity Development for Public Service Managers from 24 to 26 August, 2009 at the Kenya Institute of Administration (KIA) in Nairobi, Kenya. Such workshops provide the platform for networking, sharing best practice and gaining knowledge and international perspectives on public administration.

Besides the workshop, the crowning moment of the Association came when it held a

successful 31st AAPAM Annual Roundtable Conference, hosted by the Government of Kenya, at KIA, which witnessed a record attendance of 357 delegates. It was an excellent conference due to a number of factors. The first was the wise choice of a venue in a serene environment coupled with impressive Conference facilities. The second was the generous support that was accorded to the Conference by our Development Partners, namely, the Canadian International Development Agency (CIDA), through the Institute of Public Administration of Canada (IPAC), the Commonwealth Fund for Technical Cooperation (CFTC) through the Commonwealth Secretariat as well as the African Governments and all the members of AAPAM. The third factor for the success of the 31st Roundtable Conference was the enthusiasm and interest shown by the members and supporters of AAPAM, such as the United Nations Division for Economic and Social Affairs (UNDESA), the Korean Association for Public Administration and Management (KAPAM) as well as the resource persons who effectively facilitated the challenging theme of **“The World Economic Crisis: Challenges to the African Public Administration Systems”**.

The Executive Committee is very grateful to the Government of the Republic of Kenya for its contributions in ensuring the success of the Conference, which it organized at a very short notice. The extent to which the Government of Kenya attached importance to the conference was underscored by the fact that it was officially opened by the Deputy Prime Minister and Minister for Local Government, Hon. Musalia Mudavadi, EGH, MP. I also extend sincere gratitude to Ambassador Francis Muthuara, Permanent Secretary, Secretary to Cabinet and Head of the Public Service of Kenya and his team for sound logistics, planning and hosting of the conference.

The last, but not least, factor to which the success of the 31st Roundtable Conference can be attributed to is the advancement of the AAPAM Awards Programme. The Innovative Management Award was implemented successfully for three years

in a row from Swaziland in 2007, Ghana in 2008 and this year in Kenya, while the second round of the Gold Medal Award was awarded following its launch in Swaziland in 2007. These two Awards, courtesy support of IPAC and the Commonwealth Secretariat, together with the Young Professionals Programme, financially supported by the Commonwealth Secretariat, will continue to be a source of inspiration in the promotion of best practice, excellence, innovation and professionalism in African Public Administration and Management.

Finally, although we are in challenging and trying times of the prevailing economic crisis, we will emerge from a position of strength if we all do our part going forward. Therefore, in its meeting held at KIA, during the 31st Roundtable Conference, the Executive Committee resolved to intensify the mobilization and recruitment of additional membership of the Association, revitalize and strengthen the national chapters, seek and increase support of more African Governments, and also approach more Development Partners in 2010. The Executive Committee also reaffirmed its commitment to hold a number of high level seminars and workshops in the next year, which will culminate in the holding of the 32nd Annual Roundtable Conference, to be held in Cape Town, South Africa, November/December, 2010. All these activities will be undertaken to achieve the goals and objectives of AAPAM, while ensuring a strong and sustainable financial base.

I wish to conclude, once more, by expressing gratitude to our members, both corporate and individual, and to all our Development Partners for their valuable and continued support.

I wish you all good health, happiness, prosperity and an abundance of blessings in the year ahead. Have a Merry Christmas and a Prosperous New Year.

Tlohang Sekhamane
President

31st AAPAM ROUNDTABLE CONFERENCE COMMUNIQUE

INTRODUCTION

The 31st Roundtable Conference of the African Association for Public Administration and Management (AAPAM) was organized and hosted by the Government of the Republic of Kenya and held at the Kenya Institute of Administration (KIA) from 21st to 25th September 2009.

Three hundred and fifty seven (357) delegates from twenty nine (29) countries attended the 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; scholars and researchers. The delegates also included sixteen (16) AAPAM Young Professionals.

The countries represented at the Roundtable included Botswana, Benin, Cameroon, Canada, Ghana, Gambia, Ethiopia, Kenya, Lesotho, Liberia, Malawi, Mauritius, Mozambique, Namibia, Nigeria, Rwanda, Seychelles, Sierra Leone, Somalia, South Africa, South Korea, Southern Sudan, Swaziland, United Republic of Tanzania, United States of America, Uganda and Zambia. 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), the Korean Association for Public Administration, International Economic Bureau of South Korea and the Commonwealth Secretariat, London and the UNDP Somali Institutional Development Project.

For the second time, the AAPAM Gold Medal of distinction and exceptional achievement in public administration and management in Africa was

awarded to Professor Gelase Rwabyo Muthaba from Tanzania. The AAPAM Awards recognizing innovations in the public sector were also awarded to the five finalist organizations namely from Rwanda (Gold), Uganda (Silver) and Ghana (Bronze) while the two organizations from South Africa and Zambia received Glass Trophies.

The theme of the 31st Annual Roundtable Conference was **The World Economic Crisis: Challenges to the African Public Administration Systems** whose sub-themes were:

- i) The Global Economic Downturn: Theoretical and Conceptual Issues;
- ii) Impact of the Global Economic Crisis on Africa;
- iii) Responding to the Challenges of Global Economic Crisis: Capacity and Capability Issues of African Public Administration Institutions;
- iv) Strengthening the Regulatory and Oversight role of Public Administration Institutions;
- v) Repositioning the Political Leadership in African Countries for the Problems and Challenges of Global Economic Recession; and
- vi) Country Case Studies.

There was also a Panel on Managing Transitions in Government in periods of Economic crisis.

Taking into account the current global economic downturn and its implications on African countries, the overall objective of the Roundtable Conference was to examine in-depth and breadth the nature, character and magnitude of the global economic crisis as well as the challenges it poses to the African Public Administration systems. To achieve this overall objective, participants:

- i) Traced the origins of the current global economic crisis and its root causes;
- ii) Examined the causes of the global crisis in general and, specifically the economic recession;

- iii) Delineated the effects of the current economic crisis in the African countries and the specific measures that have been taken to combat the crisis;
- iv) Assessed the role that the public administration in African countries and elsewhere has played in order to arrest the past economic crisis;
- v) Evaluated the incipient or envisioned outcomes and impact of the global economic downturn to the functioning of public administration institutions in Africa;
- vi) Recommended appropriate ways and means as well as policy options available to stimulate the economies out of recession;
- vii) Assessed the effects of the global economic downturn to the achievements recorded in African countries following the implementation of the public sector reforms in general and the public service reforms in particular;
- viii) Explored the past policy responses which were formulated and implemented by the public services for the purposes of averting and resolving the crisis;
- ix) Identified the roles that public administration in Africa should play in order to minimize the adverse effects of the current economic recession;
- x) Delineated and analyzed the effects of the current economic crisis to the African countries and specific measures that have been taken to combat the crisis;
- xi) Discussed country-specific cases elucidating the manner and extent to which the public administration institutions are positioned to contain the economic crisis and its effects;
- xii) Brainstormed on the stimulus plans and rescue packages as well as appropriate strategies and mechanisms available to arrest or minimize the effects of the global economic downturn; and

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- xiii) Provided an opportunity for the participants, including the administrators, and managers, academics and consultants from various African countries to exchange knowledge and experiences on smart policies and strategies for addressing the global economic crisis.

OFFICIAL OPENING

The 31st Roundtable Conference was officially opened by **Hon. Musalia Mudavadi, EGH, M.P.** Deputy Prime Minister and Minister for Local Government, Government of the Republic of Kenya.

The Opening Ceremony was also addressed by **Ambassador Francis Muthaura**, Permanent Secretary, Secretary to the Cabinet and Head of Public Service, Government of Kenya, and **Mr Tlohang Sekhamane**, AAPAM President and Government Secretary, Secretary to the Cabinet and Head of Public Service, Government of Lesotho. Solidarity messages were received from the representatives of the Institute of Public Administration of Canada (IPAC), the Governance and Institutional Development Division (GIDD) of the Commonwealth Secretariat and the United Nations Department of Economic and Social Affairs (UNDESA).

CONFERENCE DISCUSSIONS

Following the official opening, the Roundtable proceeded with the presentation of the Keynote Address by Prof. Stephen Adei. This was followed by presentation of papers and discussion in seven plenary sessions which generated a lot of interesting and useful knowledge. All presentations were followed by serious discussions and debates. In addition to the seven plenary sessions, which included special presentations by delegates from the Korea Association of Public Administration (KAPA), participants were given opportunities to hold more in-depth discussions on aspects of the main theme in four heterogeneous workshop groups. The AAPAM Young Professionals also held separate in-depth discussions pertaining to their areas of interest and the lessons they were learning from the conference.

The reports emanating from the four (4) workshops 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 group work as well as the final deliberations in the plenaries were as follows:

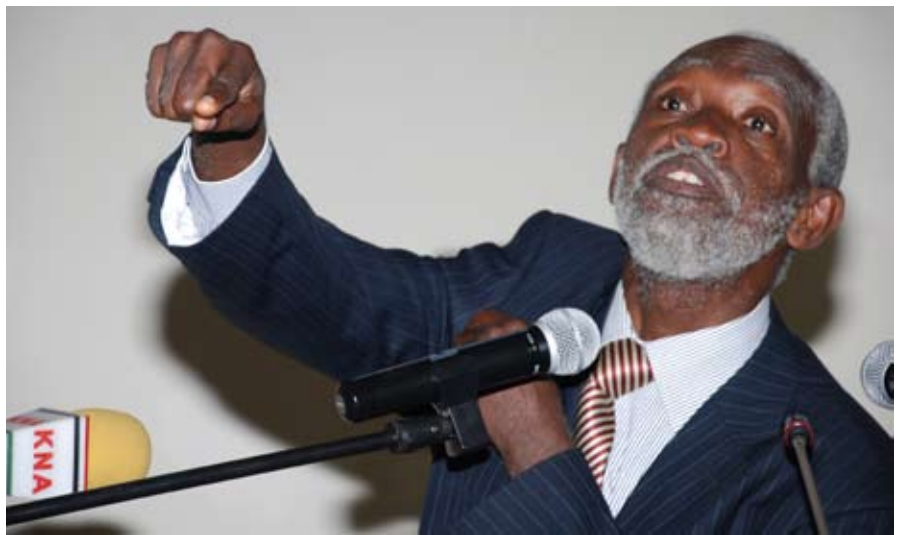
- i) Noted that African countries were not only facing the challenges of the current global economic crisis but were equally facing a plethora of multiple crises, including HIV/AIDS, political problems, hunger, brain drain, poverty, drought, natural calamities etc. In addition, African countries have numerous competing development priorities. These situations suggest the need to develop country-specific frameworks for addressing the myriad crises taking into account the socio-economic, political and cultural diversities of African countries. In this regard the need to strengthen governmental institutions responsible for planning, as well as creating national think tanks is indispensable.
- ii) Acknowledged that the global economic crisis was affecting African countries in different ways. The crisis had engendered declines in commodity prices, undermined the financial sector, slowed down private capital flows, remittances, financial aid and increased debt and debt repayment pressure as well as unemployment. However, Africa should view the crisis as a window of opportunity to re-think the way they run their economies and to reassess their dependence on foreign markets for unprocessed commodities as well as the way they engage in discussions and consultations with development partners.
- iii) Recommended that in addition to their traditional roles, the states in Africa and the political leadership as well as public administration should not panic and get diverted from the crises under which the continent has been living. The African leaders need to take advantage of the global economic downturn to reposition their public administration systems to rescue their people from poverty; bail out enterprises that are pro-poor and critical to development; and provide stimulus packages to attract investments.
- iv) Suggested that governments in Africa should increase investment in their human capital in order to decrease dependence on foreigners and the use of alien public administration systems. African experts are more likely to search for appropriate home-grown solutions to avert incipient and real crises. This needs intensified capacity building



Hon Musalia Mudavadi, EGH, MP, Deputy Prime Minister and Minister for Local Government, Government of Kenya, opening the 31st AAPAM Roundtable Conference at the Kenya Institute of Administration, Nairobi, Kenya, 21st September 2009.

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- initiatives and enhanced motivational packages including better remuneration for increased performance levels.
- v) Stressed the need for African public service institutions to establish and promote networks within and outside the continent. This should facilitate mutual learning and sharing of experiences. However, African countries should not adopt and graft foreign systems without adapting them to obtaining local realities. Therefore there is a need to develop national frameworks for harnessing and contextualising transferable lessons.
- vi) Agreed that there was need to devise mechanisms for managing transitions in Governments, especially during crisis situations. The public servants should create a supportive environment to ensure smooth transitions in the event of change of government. The public servants should conduct themselves in accordance with the cardinal principles and code of conduct and practice governing their tenure in a public office.
- vii) Acknowledged the importance of regulation as a public policy instrument for correcting market imperfections and protecting the public from unscrupulous enterprises offering unsafe and substandard products and services. Observed that the regulatory regime in Africa is weak, under-resourced and un-coordinated. Urged governments in African countries to create appropriate institutional and legal frameworks for strengthening the regulatory institutions. There is also a need for governments to develop and institutionalise the Regulatory Impact Assessment (RIA) tool in public administration.
- viii) Recommended the need to blend theory and practice in extending knowledge frontiers in Public Administration. Practitioners and academicians should collaborate in conducting research and consultancy on issues related to Public Administration. The



Prof Stephen Adei, Distinguished Retired Rector of the Ghana Institute of Management and Public Administration (GIMPA) delivering a Keynote Address at the 31st AAPAM Roundtable Conference.



Delegates follow the proceedings of the Conference. In the front row are some of the Heads of the African Public Service who attended the conference.

academic-practitioners nexus would eventually add value so as to enhance the efficacy of public administration systems in Africa.

ACKNOWLEDGEMENTS

- (i) The Conference extended its profound gratitude to AAPAM's Development Partners, especially IPAC, UNDESA, and Commonwealth Secretariat for supporting its 31st Roundtable Conference.
- (ii) Delegates expressed their sincere appreciation to the Government of the Republic of Kenya; the National Organising Committee; the Management and Staff of Kenya Institute of Administration; the people of Kenya for their hospitality and expert handling of delegates as well as the learning journeys that were arranged for them.
- (iii) The Conference also expressed its gratitude to various local groups,

including the poet **Caroline Nderitu**, the Choir and Kayamba Africa Dancing troupe for entertaining the delegates.

- (iv) The delegates extended their thanks to the AAPAM leadership and Secretariat as well as the resource persons and rapporteurs for their dedication and commitment to making the 31st Roundtable Conference a success.
- (v) Delegates were pleased to know that the 32nd Roundtable Conference will be held in Cape Town in November 2010 at the invitation of the Republic of South Africa and will focus on the theme: **The Role of Public Administration in the Realization of national Visions in Africa**. They thanked the Government of South Africa for the invitation.

NAIROBI, KENYA
25TH SEPTEMBER, 2009

THE CHALLENGE OF CHANGE



THEME POEM written and performed by Caroline Nderitu, for the African Association for Public Administration and Management (AAPAM) at the 31st Roundtable Conference, 21 – 25 Sept 2009, Kenya Institute of Administration (KIA), Nairobi, Kenya

Conference Theme: **The World Economic Crisis: Challenges to the African Public Administration Systems**

Poet Caroline Nderitu, presenting the 'AAPAM' poem at the conference

As the global crisis, rises
As many drown, in the meltdown
As world's wealth, loses its health

Is Africa actually thriving,
Or fairly surviving?
Are we dancing to the global tune,
Or are we immune?
Are our economies standing tall,
Or are we in free fall?

Africa can fly high on the wings
Of the unity of it's people
The wings of AAPAM
Our common ancestry and history
Our shared dreams, our shared hopes
Are the mighty winds pushing Africa's sails
Ever forward, in the stormy sea of change
AAPAM, must continue to conference,
To swing wide open dedicated doors of dialogue
To join hands across our lands
We must continue deliberate, negotiate, associate
We must continue to integrate
Because no one can dream for Africa
Like an African can
And you are, that African!

As administrators, managers, leaders,
Africa trusts you
To incubate within your
Experienced, sharpened minds
The best intentions
For our institutions, for our nations
Before we are engulfed by the monster
Of economic disaster
If it's not here, it's coming!
AAPAM must get genuinely and fully consumed
By the empowering ambition
To explore, exploit and expand
Fresh and refreshing
Opportunities for Africa's people
For when it comes world economic crisis-
No one can be on Africa's side
No one can be filled with pride
That deep inside resides

At seeing Africa make giant economic strides
Like an African can
And you are, that African!

Your directions and decisions
Can help serve an eviction notice,
To the afflictions of our nations
Move those drowning in poverty-
To owning some property
From inadequate internal infrastructure
To more sustainable enabling structures
Your directions and decisions
Can craft a chance, to enhance
Our business and commerce
To upgrade, how we trade...
For no one can manage to change Africa
Like an African can
And you are, that African!

Do we require, to acquire,
A new leadership culture,
To be sure, our future secure?
We are keeping hope alive
Hope not only to survive,
Hope that we shall strive to thrive

It's over to you – AAPAM!
May your every recommendation
Be greeted with implementation
By our institutions, by our nations

As the global crisis, rises
As many drown, in the meltdown
As world's wealth, loses its health
Are we content, with the financial content
Of our continent?
For no one can plan for Africa
The way an African can
No one can take charge of the challenge of Change, in
Africa, like an African can
No one can hold AAPAM in their palm
Like an African can
And you are, that African!

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AAPAM GOLD MEDAL AWARD



Prof. Gelase R. Mutahaba (right) receives the AAPAM Gold Medal from Hon. Ibrahim Elmi Mohammed, EGH, MP (left), Minister of State for the Development of Northern Kenya and Other Arid Lands, Government of Kenya.

AAPAM GOLD MEDAL

Professor Gelase Rwabyo Mutahaba, Professor of Public Administration, University of Dar es Salaam, Tanzania, won the second AAPAM Gold Medal for his distinctive and exceptional contributions to Public Administration and Management in Africa. The Medal was presented to him at the 31st Roundtable Conference, held in Nairobi, Kenya by Hon. Ibrahim Helmi Mohamed, MP, Minister of State for Development of Northern Kenya and Other Arid Lands. Below is his acceptance speech of the Award

- Honourable Ibrahim Helmi Mohamed MP, Minister of State for Development of Northern Kenya and Other Arid Lands,
- The President of AAPAM,
- Heads of Public Services and Secretaries to Cabinet
- Fellow Distinguished Delegates,
- Ladies and Gentlemen

First of all, I wish to recognize a number of people who have come from outside Kenya at the invitation of AAPAM to join AAPAM and I in commemorating this event (*duly introduced*).

Late in the evening of 23rd July 2009, I received a telephone call from Mr. Titus Ndambuki, Vice President of the African Association for Public Administration and Management (AAPAM) for East Africa, who is also the Permanent

Secretary, Office of the Prime Minister, Ministry of State for Public Service, Government of Kenya, informing me that he had been asked by the AAPAM President, to inform me of my selection for this award. The following day, I received a formal letter from the President of AAPAM, Mr. Tlohang Sekhamane, who is also Government Secretary, Head of Civil service and Cabinet Secretary, Kingdom of Lesotho conveying this message. In my Letter of Acceptance, dated 31st July 2009, I confirmed with appreciation, my acceptance of the honour from AAPAM. I would like to say in the presence of the Guest of Honour, other distinguished guests as well as the AAPAM fraternity present, how much I appreciate this honour and to express my surprise for being selected to become the second recipient of the Award after Prof. Adedeji, when there are so many others who deserve the award better more me.

I first got involved in AAPAM activities in 1975 when I attended the AAPAM Annual Conference in Lesotho, *"The Kingdom in the Sky"*. At that Conference, I was a small boy in career terms, in relation to the giants who were present at the conference and were driving the AAPAM fraternity. It was in Lesotho that the First President of AAPAM, the late Robert Ouko, an illustrious son of this Great Republic (Kenya), which is hosting this year's Roundtable Conferences, handed-over the AAPAM Presidency to another tall

son of Africa, Hon. Adebayo Adedeji, the first recipient of the AAPAM Gold Medal. Also present at the Lesotho Conference were such major figures in the African Public Administration fraternity on both the academic and practitioner sides, among whom were:

- **Chief Udoji**, the first Secretary General of AAPAM and a celebrated Nigerian civil servant, reformer and prolific writer in our field; Remembered for the famous Udoji Report that influenced the shape and directions of Nigerian and other African public services;
- **Henry Barlow**, Permanent Secretary of many Ministries in Uganda, second AAPAM Secretary General, who had to prematurely leave the position to become Head of Civil Service of Uganda, when Idd Amin was overthrown. We remember him most importantly for his skill and ability to compose poetry on African public services and read them to the AAPAM Executive Committee, when it was in tribulation on how and where to get money to keep the organization afloat.
- **James Nti**, a civil servant and Permanent Secretary of high repute in the Ghana Civil Service, a public administration reform adviser in more than seven African countries- The Nti Pay Reports, (Swaziland; Kenya, Ghana etc), advisor on public administration at the United Nations and author of numerous publications on public administration issues.
- **Prof. Anthony Rweyemamu**, my teacher at the University of Dar es salaam, international civil servant and Founder Member of AAPAM and the Morocco based CAFRAD, a prolific writer and author in the public administration field.

The four are just a sample of the pillars of public administration practitioners and academics in Africa who, as individuals and, many times, on a collective basis, contributed to building public service institutions in Africa during the seventies and eighties. They also left a record of the issues they were

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AAPAM AWARD FOR INNOVATIVE MANAGEMENT

RECIPIENTS OF TROPHIES AND THE AWARD FOR 2009

The third AAPAM Award for Innovative Management was presented at the 31st Roundtable Conference held in Nairobi, 21st – 25th September 2009, to three leading organizations for their successful innovations in the public sector. Out of fifty-seven submissions that were entered in the competition for 2009, five were shortlisted and the organizations concerned were invited for interview that took place during the Conference. The five finalist organizations and their projects of innovations were:

1. The Judicial Service of Ghana, GHANA
Judicial Sector Reform Programme
2. Directorate General of Immigration and Emigration, National Security Services, RWANDA
Online Visa Entry
3. Road Traffic Inspectorate, Pietermaritzburg, Kwazulu-Natal, SOUTH AFRICA
Learner Bus Project
4. Justice Law and Order Sector, Ministry of Justice and Constitutional Affairs, UGANDA
Chain Linked Initiative
5. Namwala and Itezhi Subordinate Local Courts Judiciary, ZAMBIA
Establishment of a Mobile Court System

Following vigorous interviews that were conducted by an independent Jury consisting of African public sector management experts, the recipients of the top three categories of the awards namely, Gold, Silver and Bronze were selected. Later during the conference week, representatives of



Directorate General of Immigration and Emigration, Rwanda—Gold Award



Judicial Law and Order Sector, Ministry of Justice and Constitutional Affairs, Uganda—Silver Award

all five finalist organizations presented their innovations at one of the plenary sessions. Then, the Awards were presented to the three winners by Hon. Amos Kimunya, EGH, MP, Minister of Trade, at a dinner hosted by the Government of Kenya at the Carnivore Restaurant, Nairobi on Wednesday

23rd September 2009. The other two finalists received Glass Trophies.

This award is supported by the Governance and Institutional Development Division (GIDD) of the Commonwealth Secretariat, London.



The Judicial Service of Ghana—Bronze Award



Road Traffic Inspectorate, Pietermaritzburg, Kwazulu-Natal, South Africa—Glass Trophy



Namwala and Itezhi Subordinate Local Courts Judiciary, Zambia—Glass Trophy

AAPAM Gold Medal *cont from page 9*

tackling, difficulties and achievements and continuing challenges in the form of publications, which continue to be shared by younger generations.

Having started my apprenticeship through association with the above stalwarts, I progressively expanded my relationship with the next generation of public administration professionals during the eighties and nineties

as I continued to attend the AAPAM Roundtables and was asked to participate in AAPAM Research activities but remained a relatively small boy in the AAPAM fraternity. I was, therefore, surprised when in June 1986 the President of AAPAM telephoned to inform me that the AAPAM Executive Committee was asking me to become Acting Secretary General to replace the then Secretary General who had resigned to go to greener pastures.

That was the beginning of my next learning curve and, during the next five years, I came to learn a lot from the AAPAM fraternity on the importance of combining theory and practice and having academics and practitioners working together in building strong public administration institutions in our countries. I had also to learn that the job of the Secretary General of AAPAM required the incumbent to ensure the Association served the interests of both its academic and practitioner constituencies in a balanced manner. That trait of having to balance theory and practice came to become ingrained in my physche and served me well as I moved on to the Commonwealth Secretariat, the Government of Tanzania and back to the University.

This award, therefore, belongs to all those who have contributed to my growth starting as a young lecturer at the University of Dar es salaam moving on to an international career in Africa and the Commonwealth and back to a national administrative career. More particularly, I believe the AAPAM stalwarts whom I mentioned earlier deserved the AAPAM Gold Award if they were in active professional life and alive.

As I conclude, I would want to say that I have been lucky to traverse almost all aspects of the public administration profession, I have taught public administration, conducted research, written books on the subject, worked as an adviser/consultant and have been an administrator. I have crossed the divide between theory and practice and I consider myself to be both an academic and a practitioner. I do not regret having travelled this journey.

I urge the AAPAM fraternity to encourage cooperation between practitioners and academics within the public administration area in tackling policy issues, designing institutions, training future public administrators. Public service employment policy should encourage academics to work in Government and practitioners should be encouraged to teach and conduct research. Research projects to be conducted jointly by practitioners and academics should be encouraged. AAPAM may want to take a lead in these endeavours, starting with Young Professionals.

Thank you for listening to me and once again I thank you for bestowing the AAPAM Gold Medal and I accept it with great humility.

Prof Gelase R. Mutahaba
31st AAPAM Roundtable Conference
Nairobi, Kenya 21st September 2009

REPORT OF THE YOUNG PROFESSIONALS

Introduction

We the AAPAM Young Professionals attending the 31st AAPAM Roundtable Conference at the Kenya Institute of Administration (KIA), Nairobi, Kenya would like to extend our sincere gratitude to the AAPAM fraternity, the Commonwealth Secretariat, London and our respective Governments for having nominated us to attend the conference. Through our deliberations we have shared views and thoughts on the issues that are affecting us as Young Professionals as a result of the World Economic Crisis and reflected on the key learning lessons from the conference. We have gone a step further to highlight key recommendations for action by either AAPAM or our respective governments.

Key Learning Lessons from the Conference

As Young Professionals we note the following, as key learning points from the Conference.

- 1. Low Insulation of Public Administration from Political Influence:** The nature of governmental institutions makes it hard for public administrators to be independent of political influence. There is limited insulation of bureaucrats from politicians. However, in such situations, norms of cooperation with politicians rather than confrontation are recommended. From the conference we appreciate that both administrators and politicians need each other in service delivery and by being cooperative, administrators amplify their strengths and given opportunity, they could push forward their positive agenda which they could not have done in a confrontational environment.
- 2. Existence of Adequate Human Capacity on the African Continent:** From our observations of the different presentations, we appreciated that Africa has capacity in terms of human resource expertise. However this is handicapped by the lack of zeal and seriousness among authorities during implementation. Furthermore, limited efforts have been undertaken in pooling this expertise towards fulfilling a collective common good.
- 3. Legitimization of the Developmental State:** From the presentations we noted that there has been a legitimization of the role of a developmental state through its interventionist approach during periods of market failure.
- 4. The blame game:** From our interaction with various delegates, we noted that Public Administrators have a tendency of blaming others for their inadequacies. Individuals have tendencies of either blaming past regimes or colonial governments for their shortfalls rather than writing new chapters in history.
- 5. Need for Home Grown Development:** Participants learnt that if the continent is to achieve the desired level of development, it has to focus on homegrown solutions. In essence no external force will provide a recipe for the continent's development, but solutions will have to come from within Africa.
- 6. Prioritization of Public Expenditure and Action in times of Crisis:** From the training, we appreciated the need for prioritization of public expenditure and action in periods of crisis given the existing resource constraints and the need for quick wins.
- 7. Building Synergies and a Sense of Collective Responsibility when Fronting New Alternatives:** The conference highlighted the need to think outside the box. However, it was also noted that at times, it is costly to take this direction because one's civil service career could be jeopardized. For this reason, it was proposed that it is better to provide new alternatives collectively rather than individually.
- 8. Focusing on Opportunities Rather Than Challenges:** Participants also comprehended the concept of focusing on opportunities rather than challenges.
- 9. Homegrown Fiscal and Monetary Policies:** We also learnt that if several African countries are to avert the crisis as it happened in the developed world, they will have to come up with homegrown fiscal and monetary policies and strengthened regulatory systems. These fiscal and monetary policies could be built through regional economic think tanks.
- 10. Shortfalls in Policy Implementation:** From the Roundtable participants noted that despite the existence of good policies, there were prevalent shortfalls in policy implementation. In essence the problem is not the absence of good policies but rather the low progress in their implementation. It's hence not surprising that several good policies are shelved for long periods.

Challenges Facing the Young Professionals Arising out of the Crisis

Having reflected on the key lessons from the conference, participants engaged in a debate on the global economic crisis and how it is affecting the Young Professionals in their respective countries.

- 1. Work Overload:** To many participants, the crisis has led to reduced national budgets in absolute terms which directly led to job cuts and suspension of

REPORT OF THE YOUNG PROFESSIONALS

recruitment plans with a resultant effect on the public sector workforce and associated increase in workload. Furthermore, as a result of the crisis, there has been reduction in wages or less than expected salary increase which has increased turnover in the public sector and hence work overload. For instance in one country, teachers were doing administrative work on top of their teaching responsibilities. Furthermore, they were teaching more classes than those allocated in their job descriptions due to constraints in workforce

2. **Delays in Implementation of Policies for Improving Terms and Conditions of Service:** Participants noted that as a result of the crisis and a reduction in government revenues, there has been postponement of policies which would have improved the terms and conditions of service like the single spine salary structure and pay reforms.
3. **Reduction in Training Budgets:** It was noted that as a result of the crisis there has been a squeeze on the training and capacity building budgets which has in the process affected service delivery among young professionals. For instance, in some countries, there has been suspension of induction and professional programmes which adversely affects the work outputs of young professionals given their limited work experience.
4. **Delays in Salary Payments:** Participants noted that there are delays in salary payments arising from the crisis which has adversely affected the young professionals.

Recommendations

From the discussions, participants recommended the following for action by AAPAM and their respective governments.

1. **Extension of AAPAM Invitations to Politicians:** In order to translate the AAPAM recommendations into actions, participants recommended the extension of AAPAM invitations to key policy makers like Ministers. This was taken in the context that most Public Administrators are policy implementers rather than key decision makers in the policy making process.
2. **AAPAM Forum for Young Professionals:** For purposes of entrenching the Young Professionals programme and for its full institutionalization in the AAPAM structure and activities, it was recommended that a Special Forum for Young Professionals be conducted with invitations extended to various countries. This will lead to more participation of Young Professionals in the AAPAM activities.
3. **Prioritized Public Expenditure:** Participants noted that in the times of crisis, African governments should prioritize their expenditure to the most affected sectors like education and health; green industries that have a promising future and for sustainable development; value addition and employment creation opportunities.
4. **Effective Use and Allocation of Resources:** Participants advocate for the effective and efficient utilization of resources in the respective government departments
5. **Boosting the Attendance of Young Professionals in Roundtable Conferences:** In order to boost the attendance of young professionals in the annual roundtable conferences, it was proposed that country invitations from AAPAM should include a 'clause' encouraging the attendance of young professionals in the

conferences. This will help in having respective countries sponsoring young professionals rather entirely depending on the GIDD allocations.

6. **Facilitation of Young Professionals AAPAM Chapters:** It was also proposed that AAPAM facilitates the process of establishment of the Young Professionals chapters in various countries.
7. **AAPAM Young Professionals Awards:** To encourage innovation and outstanding performance of Young Professionals, it is proposed that special awards for Young Professionals be included in the AAPAM list of awards.

Conclusion

In a nut-shell, the conference was of value addition to the Young Professionals. It not only increased our understanding of the global economic crisis, but also helped in reducing the power distance with our supervisors which is core in the day to day consultations at our workplaces. However, a lot is desired in institutionalizing the Young Professionals Programme in the AAPAM structure. In addition, there is need for capacity building of public administrators in regulation because the crisis has legitimized the role of a developmental state and further highlighted the weaknesses of neo classical economists and their antecedents --- the post Washington consensus.

As Young Professionals, we hope the deliberations made in this conference will be implemented in our respective countries.

Presented by:

**Mr. Feston Ndekhane Chimphamba
Economist**
Office of the President and Cabinet,
Malawi

INVITATION TO THE 32ND AAPAM ROUNDTABLE CONFERENCE

- Chairperson
- Hon. President of AAPAM
- Hon. Ministers
- Heads of Public Service and Secretaries to Cabinet
- Ladies and Gentlemen

Chairperson, we view AAPAM as a key role-player in building the interface between the theory and practice of public administration 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 in 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.

As many of you are aware, South Africa established a National Chapter on 21st August 2008 in Johannesburg. We were very pleased and grateful that the then President of AAPAM, Mr. John Mitala and the then Deputy President, Mr. Sekhamane, were in attendance. Once again, we thank Mr. Mitala for the good wishes he expressed on that occasion. The gathering elected an Executive Committee with me as its Chairperson.

Some of you will recall that following a special request of the AAPAM Executive Committee, South Africa offered to host the 31st AAPAM Roundtable Conference in 2009. Later at the 30th Roundtable Conference hosted by Ghana in Accra in October 2008, our representative, Ms. Monica Phalane, confirmed the offer and invited delegates to the 31st Roundtable Conference that was planned to be held in Durban in November 2009.

Arrangements proceeded according to plan until March when AAPAM requested that the conference be



Prof Richard Levin (right), inviting delegates to the 32nd AAPAM Roundtable Conference to be hosted by the Government of South Africa in Cape Town in November 2010.

brought forward and held earlier in September. We explained the difficulties that lay in the way of organizing and hosting a successful conference if it were to be brought forward from November to September. These difficulties were fully understood, and accordingly, AAPAM approached Kenya which accepted to step in and host this conference. We are grateful to Kenya for agreeing to host this conference.

On 12th August this year, Dr. Barongo, the AAPAM Secretary General, wrote to me requesting that we consider hosting the 32nd Roundtable Conference for 2010.

Ladies and Gentlemen, it is my honour and privilege to officially accept the offer to host the 2010 annual conference, and to take this opportunity to invite you all to 32nd AAPAM Roundtable Conference in the Republic of South Africa.

We are proposing that the Roundtable in South Africa be held in November 2010, in Cape Town.

We have noted the high standards set by the Government of Kenya

in hosting the 31st Roundtable Conference. We congratulate Kenya for the successful event and accept the responsibility for ensuring that we maintain the high standards set by Kenya, Ghana and Swaziland in the recent years.

In conclusion we would like to play a 10-minute presentational DVD about Cape Town which we hope will encourage you to attend. Distinguished ladies and gentlemen, we hope you will give our invitation your most favourable consideration.

I thank you.

Siyabaya, Sizonibara le ekapa,
sinonamuhela kalehulee

Prof. Richard Levin
Director General
Department of Public Service and
Administration
South Africa

25th September 2009

BOOK CORNER

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Group photograph of delegates to the 31st AAPAM Roundtable Conference, Kenya Institute of Administration (KIA), Nairobi, Kenya, 21-25 September, 2009.