



AAPAM

NEWSLETTER

THE AFRICAN ASSOCIATION FOR PUBLIC ADMINISTRATION AND MANAGEMENT

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Prof Gelase R. Mutahaba (right) flashes the AAPAM Gold Medal Award bestowed on him at the 31st AAPAM Roundtable Conference by Hon. Ibrahim Elmi Mohamed, EGH, MP (left), Minister of State for Development of Northern Kenya

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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 bi-annually in English. It deals with topical issues on public administration and management in Africa and communicates news and events about AAPAM to its members. The Newsletter is published with the financial support of the Canadian International Development Agency (CIDA), received through the Institute of Public Administration of Canada (IPAC).



WHAT IS AAPAM ?

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

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WHO ARE MEMBERS OF AAPAM ?

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

CATEGORIES OF AAPAM MEMBERSHIP

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.

WHAT ARE THE BENEFITS FOR MEMBERS?

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.
- 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)
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 - 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

AAPAM AWARDS

Editorial Note

The Awards Programme of the African Association for Public Administration and Management (AAPAM) was launched during the 25th AAPAM Roundtable Conference that was held in Livingstone, Zambia in December 2005. The programme consists of five categories of awards. In this *Issue* of the AAPAM Newsletter, we publish the details of these awards, their content, objectives and the conditions for winning them.

Following the launch, the top two awards, namely, the AAPAM Gold Medal and the AAPAM Award for Innovative Management were inaugurated and implemented at the 29th Roundtable Conference held in Mbabane, Swaziland in September 2007. Since inauguration, the Gold Medal has been awarded twice to two prominent Africans for their outstanding practitioner and academic works and leadership in promoting Public Administration nationally and internationally. **Professor Adebayo Adedeji** won the award in 2007 while **Prof. Gelase Mutahaba** won it in 2009. The Gold Medal is supported through the Partnership Project of the African Association for Public Administration and Management and the Institute of Public Administration of Canada (AAPAM – IPAC Partnership) funded by the Canadian International Development Agency (CIDA). At the moment the AAPAM Gold Medal is being awarded once every two years.

On the other hand, the Award for Innovative Management is supported by the Governance and Institutional Development Division (GIDD) of the Commonwealth Secretariat through the Commonwealth Fund for Technical Co-operation (CFTC). It has been awarded every year since inauguration in 2007. There are three types of this award namely, the **Gold** for the winner, **Silver** for the first runner-up and

Bronze for the third placed winner. The following organizations have won the award in the three categories since 2007.

1. 29th Roundtable Conference, Mbabane, Swaziland, September 2007

- (i) **Gold Award**
Organization: South African Police Service, South Africa
Project: *Mobile Community Service Centre*
- (ii) **Silver Award**
Organization: Ministry of Civil Service and Administrative Reform, Mauritius
Project: *Spearheading Administrative Reforms through Innovative Package*
- (iii) **Bronze Award**
Organization: Teachers Service Commission, Kenya
Project: *Payment of Salaries through Electronic Funds Transfer (EFT) and Postal Corporation of Kenya (PCK)*

2. 30th Roundtable Conference, Accra, Ghana, October 2008

- (i) **Gold Award**
Organization: Tanzania Investment Centre, Tanzania
Project: *Investment Document, Facilitation Records Management Systems*
- (ii) **Silver Award**
Organization: Ministry of Justice National Directorate of Registrations and Notary, Mozambique
Project: *Mobile Brigades of Civil (Birth) Registrations*
- (iii) **Bronze Award**
Organization: Public Service Commission of Kenya, Kenya

Project: *Online Recruitment and Selection Database System*

3. 31st Roundtable Conference, Nairobi, Kenya, September 2009

- (i) **Gold Medal**
Organization: Directorate General of Immigration and Emigration, Rwanda
Project: *Online Visa Entry*
- (ii) **Silver Award**
Organisation: Justice Law and Order Sector, Ministry of Justice and Constitutional Affairs, Uganda
Project: *Chain Linked Initiative*
- (iii) **Bronze Award**
Organization: The Judicial Service of Ghana, Judicial Reform and Project Unit, Ghana
Project: *Judicial Sector Reform Programme*

The winning submissions for the year 2009 awards are highlighted in this Newsletter. Since inauguration, AAPAM has noted increasing enthusiasm for its Award for Innovative Management. There have been increasing levels of entries in the competition every year. This means that organizations in the public sector are initiating creative innovations in their organizations and are eager to have their achievements recognized and publicized. In this regard it can be said with pride and satisfaction that the AAPAM Award for Innovative Management is serving as a critical catalyst for change and innovation that is leading to building capacity, best practice and excellence in the African Public Services.

AAPAM Secretariat

THE PROGRAMME

At the 29th Roundtable Conference of the African Association for Public Administration and Management (AAPAM) held in Livingstone, Zambia, 5 – 9 December 2005, the AAPAM Awards Programme was unveiled and launched. This was a culmination of two years of work of the Executive Committee and the AAPAM Council. There are five categories of awards in the programme as indicated hereunder.

1. The AAPAM Gold Medal

This is the highest award to be given by AAPAM. The Gold Medal is awarded as a mark of distinction and exceptional achievement to a person, who has shown distinctive leadership in advancing Public Administration and Management in Africa or who, by his or her writings or other endeavours, has made a significant contribution in the field of Public Administration in Africa.

Objectives of the Award

- (i) To recognize persons in public service who have made outstanding contributions in the field of Public Administration and Management in Africa.
- (ii) To draw attention to outstanding individual achievements which set standards of excellence to which others can aspire.
- (iii) To enhance the image of Public Administration and Management as a worthy domain for career pursuits.
- (iv) To achieve the goal of improving the quality of public administration and management in Africa.
- (v) To enhance the objectives of AAPAM as an institution committed to promoting excellence in Public Administration and Management in Africa.

2. AAPAM Award for Innovative Management

Whereas the AAPAM Gold Medal is an award for individual achievement, the Innovative Management Award recognizes organizational achievement. It is intended to encourage creative managerial initiatives in Public Administration and Management in Africa.

Objectives of the Award

- (i) To recognize and promote innovation in the public sector.
- (ii) To enhance the image of the public sector in Africa.
- (iii) To recognize organizations for creations that enhance organizational performance.
- (iv) To identify and publicize success stories in the public sector worthy of emulation.
- (v) To facilitate the transfer of innovations and best practices in public administration and management.

3. AAPAM Award for outstanding contribution to knowledge in public administration and management

This Award shall be presented annually at the AAPAM Roundtable Conference to recognize the finest article published in the AAPAM publication: *African Journal of Public Administration and Management (AJPAM)*.

Purpose of the Award

- (i) To recognize outstanding contribution to African public administration literature.

- (ii) To promote *AJPAM* as a premier source of African public administration scholarship and research.
- (iii) To encourage African writers to strive for excellence in writing about African public administration and management.

4. AAPAM Award for excellence in the teaching of public administration in Africa

This Award recognizes outstanding accomplishment that is worthy of emulation and encourages and recognizes exceptional talent of effective and creative teaching of Public Administration and Management in Africa

Purpose of the Award

- (i) To recognize excellence in the teaching of public administration in Africa.
- (ii) To establish high standards in the teaching of public administration to which others can aspire.
- (iii) To recognize the importance of public administration education in the development of future public service leaders.

5. AAPAM Award for best student essay/report

This Award is meant for students pursuing courses in Public Administration and Management in Development Management Institutes, Universities and Colleges many of whom enter the African Public Services as Young Professionals after their studies.

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Purpose of the Award

- (i) To recognize students scholarship in African public administration.
- (ii) To encourage good writing and analytical skills which are essential to a successful leadership career in the public service.
- (iii) To attract top students into careers in the public service.

Conditions, Procedures and Rules of Competition for the Awards

1. The Gold Medal

1. Candidates for the Award shall be nominated on a prescribed form by Heads of Public Service, Permanent /Principal Secretaries, Presidents/Vice-Chancellors of Universities, Heads of Public Sector Institutions, Municipal and Local Governments and other selected representatives of the public service.
2. Nominations shall be called in **January** and 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 signature of not less than three persons, 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 those nominating, 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 annually by the AAPAM Executive Committee.
6. The Committee of judges shall decide as soon as possible 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 Award* shall be bestowed on the winner during the AAPAM Annual Roundtable Conference.

Prize/Trophy and conference facilitation

- (i) A 14 carat minted Gold Medal bearing inscriptions in English and French of the name of the winner.
- (ii) Travel, Accommodation, Registration Fees for the Winner for attendance of the AAPAM Roundtable Conference to receive the award.
- (iii) Complimentary framed photo of the Winner receiving/wearing the medal

2. AAPAM Award for Innovative Management

1. Entries shall be made by an organization in the public service or a section/divisional/branch within it depending on the choice of the entrant.
2. Awards will not be made to individuals but to public sector organizations. All public sector organizations are eligible.
3. Submissions shall be made on a prescribed entry form and shall not exceed 1,500 words with an executive summary of not more than 50 words. All supporting materials shall be placed in an appendix.
4. The call for submissions shall be made before the end of the year. All submissions shall be received by the AAPAM Secretariat on or before the end of February of the following year.

5. The AAPAM Executive Committee shall appoint a Jury of five (5) distinguished persons who are knowledgeable in public sector management to evaluate and adjudicate all submissions.
6. The jury will normally draw up a final list of 5 entrants. The finalists will be invited to appear before the jury to present and defend their submissions. This will take place a few days before the commencement of the AAPAM Annual Roundtable Conference.
7. The decisions of the jury shall be final; the jury may decide not to award prizes if the submissions in any one year are not up to standards.
8. The best three entrants shall receive the Gold, Silver and Bronze Awards in order of merit.
9. The Awards will be made during the AAPAM Annual Roundtable Conference.
10. Entries may be made in either English or French. All entries become the property of the African Association for Public Administration and Management.

Trophy and conference facilitation

- (i) Appropriate Trophies to be designed and marked Gold (for winner), Silver, for first runner-up), Bronze (for second runner-up)
- (ii) Travel, Accommodation and Registration Fees for the five finalists

3. Award for outstanding contribution to knowledge in public administration and management

1. The editor of the *AJPAM* will nominate up to three articles focusing on the African public administration and management from the most recent volume.
2. Only full-length research articles are eligible.
3. The Editor shall select no more than three members of the Editorial Board and/or Editorial Advisory Board to review the

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nominated articles to select a winner.

4. One member of the panel shall act as Chair to coordinate the selection process.
5. The three panel members are asked to rank the entries and the Chair submits their rankings to the Editor.

Criteria for selection

1. The finest article must be original, well written, clear and logical in argument, presentation and style.
2. Represent an advancement in knowledge in the field of African public administration and management.
3. Be reflective of contemporary practice while seeking to advance theory.
4. If in the opinion of the Editor there is no article meriting the award, none will be given.

Trophy and conference facilitation

- (i) Glass Trophy or other artistically designed trophy
- (ii) Travel, Accommodation and Registration for the Winner

4. Award for excellence in the teaching of public administration in Africa

The Award will be given to an African teacher in the Management Development Institute or University or any other recognized institution of higher learning who has proven to be an exceptional teacher in public administration and management, and,

- (i) Who has demonstrated a consistent concern for improvement of courses both in terms of content and delivery.

- (ii) Who has demonstrated a marked interest in applying pedagogical and didactical principles to the field of Public Administration.
- (iii) Who has contributed, by the innovations he/she has introduced in his/her courses, to the improvement of the quality of education in his/her department or faculty.
- (iv) Who has taught a wide variety of students (e.g mature students, civil servants).
- (v) Who has demonstrated a wide interest in many aspects of public administration at all levels of government.

Process of selection

1. Identification of candidates for the award shall be by nomination. Nominations are made on a prescribed form.
2. Nominators are asked to send a letter of recommendation not exceeding 1000 words in which the candidate's accomplishments are described in accordance with given criteria.
3. Nominations shall be submitted to the AAPAM Secretariat by 31st March of the year in which the Award is to be given.
4. Peers/students/public servants may make nominations.
5. Written nominations will be reviewed by a jury composed of academics and public servants. The jury's decisions are final.
6. The winning candidate will be presented with the award at the AAPAM Roundtable Conference.

Trophy and conference facilitation

- (i) An artistic Sculpture depicting reading/teaching
- (ii) Travel, Accommodation and Registration Fees for the Recipient

5. Award for best student essay/report

1. Entries shall be from three categories of students, namely, Undergraduate, Graduate and those in MDIs.
2. Each year, the AAPAM Executive Committee shall decide on the theme for the Essay or Professional Report. The theme shall be publicized in posters to be distributed in MDIs and Universities.
3. The length of the Essay or Report shall be between 4,500 and 5,000 words. Shorter or longer papers shall be disqualified.
4. The commencement of the competition shall be announced by 15th January and will close on 30th April.
5. Students will submit to the AAPAM Secretariat 5 copies of their entries indicating the level of competition (MDI/ Undergraduate/Graduate).
6. Entries shall be reviewed by a jury of experts composed of academics and practitioners. The jury's decisions shall be final.
7. Winners will be announced by 1st October.
8. The prizes shall be presented to the winners at the AAPAM Annual Roundtable Conference.
9. All entries shall be the property of the African Association for Public Administration and Management.

Prize and conference facilitation

- (i) Cash Prize for the 3 winners whose amount shall be decided by the Executive Committee for the first, second and third winners.
- (ii) Travel, Accommodation and Registration fees

AAPAM AWARD FOR INNOVATIVE MANAGEMENT, WINNING SUBMISSIONS 2009

1. GOLD AWARD

Project: **Online Entry Visa**

Organization: National Security Service – Directorate General of Immigration and Emigration, Kigali, RWANDA

Contact person: Mrs. Melody TWAHIRWA, Senior Immigration Officer,
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Executive Summary

In 2006, the Directorate General of Immigration and Emigration designed an online entry visa system. The number of visa applicants increased three times since it was introduced as evidence of its significance.

The system is user friendly, efficient, fast and secure. It has contributed greatly to making Rwanda a destination of choice.

Project Description

Rwanda is a country on the move, socially, politically and economically but it also happens to be home to the famous mountain gorillas. As a result, a lot of people come to Rwanda from all over the World for tourism, employment or business; others come to witness Rwanda's recovery from the 1994 genocide and to tell the story to the rest of the World. Yet others come to learn from Rwanda's speedy and steady development and to seek investment opportunities. This has significantly increased the number of people seeking visa to the country to the extent that, Rwanda now earns about 48% of its foreign income from tourism. It is therefore important that the Directorate General of Immigration and Emigration (DGIE) has to accomplish its mission of creating a secure, enabling environment for increased trade, skills attraction,

investment and tourism through providing high quality service.

However, there were and still are challenges to be overcome; Rwanda has very few missions abroad. There are only 18 missions and consulates scattered all over the world; for example Rwanda has no mission at all in South America, North and West Africa and it has only three full missions in the whole of Asia specifically in China, Japan and India. Therefore a person intending to travel to Rwanda from Australia would have to get a visa from the Rwanda mission in Japan. This was increasing Rwanda's isolation from the world. A second challenge was that with the onset of high security concerns from movement of people following terrorist acts in 2001, most carriers were not willing to carry passengers without visa to their destinations or transit countries. Third, there are very few direct flights to Rwanda, so it is not easy for Rwanda to communicate to carriers that all passengers seeking to come to Rwanda could be allowed to travel because they would get visa at the point of entry. It was imperative therefore; that the Directorate General of Immigration and Emigration (DGIE) put in place an effective mechanism to facilitate movement of people into the country.

In 2006, the DGIE introduced an innovative way of getting entry visa to Rwanda by designing an online entry application that allowed intending travelers to apply and pre cleared to travel to Rwanda without visiting or sending their travel documents to any of the few Rwandan missions abroad or risking to travel without entry visa. The application or system is called "Entry Facility".

To get an entry facility to Rwanda, an intending traveler logs on the website of the Directorate General of Immigration and Emigration

(www.migration.gov.rw), goes to the online visa window, fills an online application form (pdf) with his/her particulars including information critical to obtaining an entry visa such as personal identification, email and travel information. The applicant submits the online form (pdf) and immediately receives an automatic email response confirming receipt and the time it will take for the application to be processed. The system also generates an automatic tracking number which can be used to monitor the status of the application. Within a period not exceeding three days, the application is assessed for conformity with Rwandan entry regulations and it is either cleared, denied or more information is requested. Cleared applicant receives a clearance document containing necessary information such as bio data, date of arrival, port of arrival, passport number, duration of stay, visa fees and instructions on getting a visa at the point of entry. The document is printed to show to carriers when processing boarding formalities. The document is also presented at our entry points where the applicant pays the prescribed entry visa fee.

The tracking number on the entry facility is used by immigration officials to verify its (entry facility) authenticity either by logging the number in the system or using bar code readers. The entry facility system is relatively secure; once an application is successfully submitted the associated information is stored in a data base from which it can be accessed and confirmed on an applicant's arrival at an entry point. The application is backed up by a second tool; the border management system. This second system is equipped with an alert list feature that allow border managers to verify people whose information has been submitted on such lists. The two systems complement each other and

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form a secure and efficient border management solution operating at all major Rwandan entry points.

The entry facility is available worldwide through the web. It is easy to access and easy for travelers to use; if a traveler is connected to the internet he/she is therefore connected to Rwanda. It has removed the need to submit paper documentation though the postal mail therefore, it is secure and assuring for travelers who are not comfortable to part with their travel documents. The system has increased the number of people applying to come to Rwanda per day. The average application rate is three times (150 applicants/day) what it was before the facility was introduced.

The online facility is operated by one dedicated staff who consults a senior staff on call when necessary. This has reduced bureaucracy at the DGIE office in Kigali and in Rwandan missions abroad. It has therefore, freed up time for immigration officials to deal with other important issues including improving customer care and offering better services in its other functions. This system is operational 24 hours a day, 7 days a week and the dedicated staff is equipped with a 24 hour internet services that allows him to clear applicants any time without being necessarily at the office including on weekends and public holidays.

The facility makes Rwanda a traveler friendly destination; because once visitors are pre cleared there is no tension or discomfort at the points of entry where visas are issued. Moreover, a traveler may decide to fill an arrival form downloadable from the website in order to further reduce time spent on entry points. The system has a huge impact in portraying Rwanda as an efficient traveler destination, which is a clear indicator of the easy of doing business in Rwanda. This application among others contributed to the recognition of the DGIE as one of the most efficient public institution in the country in 2008.

The system has proved to be sustainable; it is in operation for almost four years without major problems. There is evidence that customer satisfaction with this application is high judging by the emails received from people around the world. Today, about 80% of all people traveling to Rwanda with a visa requirement use the entry facility. The system has also proved beneficial to private institutions such as tour operators who can apply for entry visa on behalf of their clients. The system has significantly contributed to improving travel to Rwanda and there is no doubt that it has gained both national and international recognition. The system is simple and cost effective; it is run and supported from the resources it generates.

The entry facility is being improved to make it secure enough to allow online visa payments; when this happens, travelers to Rwanda will only be required to pick a visa sticker at the point of entry. This will further reduce contact time with immigration officials and thus the amount of time that a person get to stay in an airport/or border point. Efforts are also underway to integrate the application with the border management system in order to have a complete e-border solution. The application is an effective working tool that is IT driven complimented by an efficient public administration system. The innovation is simple and can be replicated easily by other related public institutions to improve movement of people which is crucial to the development of our African countries.

2. SILVER AWARD

Project: **The Chain Linked Initiative**

Organisation: Justice Law and Order Sector, Ministry of Justice And Constitutional Affairs

P.O. Box 7183, Kampala

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Executive Summary

The Chain Linked Initiative of the Justice Law and Order Sector in

Uganda was started in 1998 for the purpose of establishing an inter-agency mechanism for coordination cooperation and communication. The three C's have helped the eleven institutions of the justice Law and Order sector to closely work together, develop a common vision, mission and goal. As a result of this innovation, the institutions have developed a common workplan and strategies to tackle common challenges thereby improving the administration of justice in the country. The Chain Linked initiative is being transformed from focusing on criminal justice to cover all other areas of focus namely family, commercial and land justice. The District Coordination Committees have been launched to replace the Case Management Committees to chart the way forward. The DCC will further advance the mission of the sector to ensure that all people in Uganda live in a safe and just society.

Project Description

The Chain Linked Initiative is an inter agency forum of the institutions of the Justice Law and Order Sector. The Justice Law and Order Sector is a sector wide approach in the administration of justice and maintenance of Law and Order Adopted by the Government of Uganda in 2000.

The Sector comprises eleven core government institutions and four allied agencies.

The core institutions include:

- i) Ministry of Justice and Constitutional Affairs
- ii) Uganda Police Force
- iii) Judiciary
- iv) Ministry of Gender, Labour and Social Development (Probation Services)
- v) The Directorate of Public Prosecutions
- vi) Ministry of Internal Affairs
- vii) Uganda Prison Service
- viii) The Judicial Service Commission
- ix) Uganda Law Reform Commission
- x) Ministry of Local Government – (Local Council Courts)
- xi) Uganda Human Rights Commission

The allied Institutions are:

- i) Law Development Centre
- ii) Centre for Arbitration and Dispute Resolution

- iii) The Tax Appeal Tribunal
- iv) Uganda Law Society

All the said institutions have separate constitutional mandates, legal and institutional frameworks and budget lines. It was realized that all the institutions mandates are related and complimentary in the administration of justice. However each institution operated independently and there was no coordination in operation despite sharing the same problems. The shared problems led to inefficiency and poor delivery of justice.

The cross cutting areas that were identified were; Overcrowding in prisons, increasing backlog of cases, inefficiency, slow investigations by Police and low disposal rate of cases by courts and an increase in crime rate.

The lack of a common vision, values and mission was identified as the major bottleneck to an effective delivery of justice in the country. Each institution blamed the other for the inefficiency in the system.

In order to find solutions to the said problem, in 1998 a workshop was held that produced the Chain Linked Initiative.

To develop an inter-institutional forum that would work as a team with a common vision through communication, coordination and cooperation in administering Criminal Justice. And the objectives were to; set performance standards, improve case management, improve records management, effective implementation of laws, make use of non custodial measures, increase participation of the public in Criminal Justice System.

Establishment of an inter-agency forum within the Justice Law and Order Sector on the principles of coordination, cooperation and communication also referred to as "the 3C's". The agencies make a joint workplan to coordinate all the activities that are linked in operational terms to achieve efficiency and effectiveness in administration of Criminal Justice. For example when a court session is to be held by the Judiciary, the Police, the Prosecutor and the Prisons agree on the cases

to be heard so that investigations are finalized, witnesses are facilitated, the prisoners are made available to court on the scheduled date.

The Principal Judge (Hon. Justice J.H. Ntabgoba)(Retired) convened a workshop of all stakeholders in the Criminal Justice System. The workshop established an inter-agency institutional framework to implement the agreed principles of coordination, cooperation and communication. They established the following organs;

- i) The Chain Linked Advisory Board – as a forum for the Executive Heads for policy matters.
- ii) The Technical Committee – consists of the Senior Officials and is responsible for monitoring and implementation of policies and guidelines set by the Advisory Board, to prepare budget proposals/estimates to source for funding, to disburse funds and to identify training needs.
- iii) The Case Management Committees were established at all magisterial levels. These are at operational level and hold monthly meetings, draft workplans and conduct joint inspection tours. They also gather information on challenges faced by the agencies, share information and resolve the misunderstandings between stakeholders.

So far the results are as follows:

- a) Established an inter-agency institutional framework to facilities coordination, cooperation and communication among independent agencies.
- b) Established a mechanism of having a shared vision, values and mission from different mandates.
- c) Entrenching a mechanism of developing a joint workplan for different agencies that rationalizes resources to achieve efficiency savings to achieve related outcomes.
- d) Developed a joint monitoring and evaluation framework.
- e) Development of joint strategies to handle case backlog e.g. holding of court mini-sessions, use of performance standards and use of non-custodial sentences. For instance in April 2006 one Trial Judge handled 102 cases in a

Mini-session held at Mukono Magisterial Area within 10 days. In ordinary circumstances the same workload would be handled by 3 Judges in 4 months. The mini-sessions are organized by stakeholders who represent accused persons who want to plead guilty. The convicts are given lenient sentences/cautioned/suspended sentences. Case backlog is thus reduced at low cost and justice is administered effectively and timely.

- f) Introduction of best practices for High Court Criminal Sessions e.g. pre-session meetings with stakeholders.
- g) Prison decongestion

Under the Chain Linked programme, in 2005 the, the High Court Criminal Division, with the Law Society - Legal Aid Project, Prisons Service, Director of Public Prosecutions held a session whereby the Legal Aid Project filed 120 bail applications and through two sessions all the cases were handled and the detainees got bail.

In 2006 the Justice Law and Order Sector adopted the Second Strategic Investment Plan that will run till 2011 to continue legal reform in the whole country.

The current Plan is informed by among others; International human rights treaties, the Poverty Action Eradication Plan, the Constitution of the Republic of Uganda and the Rural Development Strategy.

The Sector Mission is to ensure that all people in Uganda live in a safe and just society. The Goal is to enhance quality of life and eradicate poverty. And the purpose is to improve safety of the person, security of property and access to justice to encourage economic development and benefit the poor and vulnerable groups.

The sector has four areas of focus that include; criminal justice, family justice, commercial justice and land justice.

The sector has therefore embarked on building on the success of the

...cont on page 10

Chain Linked for Criminal Justices Agencies to roll out the initiative to all other areas of focus of justice by restructuring the composition of the Case Management Committees to include all other stakeholders. The new structure is to address all the key areas of justice i.e. criminal, family, commercial and land. The new inter-agency forum at the District is the District Coordination Committee (DCC).

Potential implications for other organizations

The Chain Linked Initiative under the Justice Law and Order Sector has introduced a new dynamic innovativeness in introducing effective organization changes in the management of public affairs in Uganda. It is the only sector in the Government set-up that brings together 11 institutions with different mandates and budget lines and Ministers.

The models of improving service delivery to the public through utilization of inter and intra institutional changes is being adopted by many departments that have cross cutting mandates. For example the Registration of births and deaths has adopted a similar model by formation of a National Task Force for revitalization of births and deaths registration that is constituted by the public sector and civil society organizations.

In implementation of programs, there is coordination, cooperation and communication. The outcome of such activities is vital to all the stakeholders. The birth certificate is relevant to all institutions in the public and private sector. The government and donors are interested in efficiency savings and therefore cooperation by various agencies is vital to successful implementation of programs that have similar outcomes.

3. BRONZE AWARD

Project: **Judicial Sector Reform Programme**

Organization: The Judicial Service of Ghana, Judicial Reform and Project Unit

Contact Person : Ms Sandra Thompson
Director
Email: scofie@judicial.gov.gh

Executive Summary

Since the adoption of democratic governance some 15 years ago, Ghana has chalked many significant successes in its pursuit of economic growth and democratic governance. From this context of global democratic governance and development, Ghana's development policy is based on the Government's Poverty Reduction Strategy (GPRSI and II).

The GPRS is the key policy document that guides development assistance to Ghana. The policy is aimed at creating wealth by transforming the nature of the economy to achieve growth, accelerated poverty reduction and the protection of the poor, the vulnerable and marginalized members of society within a decentralized democratic environment.

In support of this overall agenda of the Government of Ghana under the GPRS, the Judicial Service of Ghana, embarked upon a wide ranging Judicial Reform Programme to make its good governance and development activities more prioritised, more coordinated and effective, to improve its capacity to promote Human Right, to entrench accountability and transparency, and in particular, to promote the right of vulnerable groups including women and children and improve the right of access of justice.

Until the commencement of the Judicial Service Reform Programme, Ghana's legal and judicial processes were steeped in a slow paced, erratic, inconsistent and very costly regime. Complaints of inefficiencies, corruption and delay were rife, trial procedures, processes and infrastructures were obsolete and retarded, while the general work environment was hostile to the effective performance of the judicial function.

Systematic delays became a reflection and a major symptom of these weaknesses within the justice delivery system. Long trial periods wore out users of the court system. Increased time, costs and inconvenience beyond reasonable limits clearly violated

domestic and international standards of fair trial.

All of these formed a major barrier to accessing justice by the citizenry of Ghana, but particularly by women children, the poor and the marginalized of our society.

It is against this back-drop, that the Judicial Service of Ghana launched its comprehensive Judicial Reform and Modernization Programme in the year 2001, to provide a transparent, speedy, efficient and an accessible system for the administration of justice in the country.

Project Description

As part of the Reform and Modernization Programme of the Judicial Service to improve justice delivery in the country, a policy directive was given by the Chief Justice to privatize the service of Court Processes in our courts.

Prior to the setting up of the PPSC (Private Process Servers Scheme) the Judicial Service had noted reports of court users that the Traditional Bailiffs were contributing in no small way to undermining the Judiciary and its mission statement through the absence or ineffective service of processes. A proper internal monitoring system to ascertain the true picture on the ground was ordered.

It was observed among others that, the Traditional Bailiffs manipulated the Justice system for their own selfish gains. Most services were not effected within the stipulated time by Bailiffs and consequently were not processed in good time for court. The most disheartening observation was the frequently leaking of very confidential information to the public and the collection of money from litigants as an incentive to effect speedy service. Based on this observation a strategy was devised to remedy this anomaly.

The stated mission of the Judicial Service of Ghana is to promote the smooth and efficient administration of justice to all manner of persons without fear or favour, affection or ill-will thereby creating an enabling environment for the administration of justice as a whole.

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AAPAM AWARD FOR INNOVATIVE MANAGEMENT • WINNING SUBMISSIONS • 2009

The objective for the setting up of the scheme therefore was to ensure that the Judiciary functions honestly and efficiently in order to enhance the effective delivery of justice. To achieve the above, the scheme is specifically targeted at ensuring that:-

- Processes filed in court are served promptly within the courts stipulated time to enable litigants respond accordingly.
- The cost of litigation is minimal to make justice administration friendlier and more accessible to the public.
- The confidence and the perception of the public of the Judicial Service and the Judiciary restored.

The Private Process Servers Scheme (PCPSS) is innovative in the country.

Indeed in the entire history of the Judiciary in Ghana, this is the first time that courts have not relied entirely on the use of traditional bailiffs for the service of court processes.

This innovative scheme was started on a pilot basis and is now being expanded due to the success of the scheme.

This innovation is entirely sustainable. It has received legislative backing through the promulgation of the C.I. 47 Civil Procedure Rules.

The Scheme funds itself and even generates income for the Judicial Service through the charges placed on the applicants to the scheme. It however exempts government agencies and public institutions such as the Attorney

General's Department, Registrar General's Department, Legal Aid Board, Land Title Registry, Lands Commission, Ministry of Interior and all its subsidiary Agencies from paying filing fees.

Overall, the Private Process Servers Scheme (PCPSS) is an innovation within the court process that has led to a marked and significant improvement in the administration of Justice in Ghana.

In courts where the scheme is operating, there is greater efficiency and consistency in proceedings. Its overall impact is that it assists in speeding up the court processes and by so doing reducing delay and makes Justice delivery more effective in Ghana.

UNIVERSITY OF DAR ES SALAAM ANNOUNCEMENT

The University announces the launch of a **taught** PhD degree programme to be offered by the **Department of Political Science and Public Administration** with effect from 2010/2011 Academic Year. This is the first such programme to be offered in the Eastern and Southern African region, apart from South Africa.

Programme Objectives

The programme aims at producing international level PhD graduates to respond to the expanding staffing needs for qualified university academic personnel in the region and beyond. The programme will also provide opportunities for public sector organizations, development institutions and independent think-tanks to have their current staff enhance their knowledge base and analytical skills.

Course Structure and Duration

The programme will be offering two distinct PhD degrees, namely **PhD in Political Science** and **PhD in Public Administration**. Both programs will require the student to take a number of compulsory and optional courses over a period of 2

semesters (a minimum of 18 units) for those who hold a recognized Masters degree in relevant fields and four semesters (54 units) for those who only hold a recognized Bachelor degree in relevant fields. Following the successful completion of the coursework component, students will need to spend a minimum of 3 semesters (40 units) working on the dissertation.

Admission Requirements

Admission to the PhD programme will require the applicant to hold, subject to the General Regulations and Guidelines for Postgraduate Study Programmes of the University of Dar es Salaam, one or both of the following qualifications:

1. A BA honours degree of the University of Dar es Salaam or an equivalent degree from a recognized university. Students admitted into the PhD programme by coursework and dissertation with a BA honours degree will need to maintain a Grade Point Average of 3.5 at the conclusion of their first year coursework to progress to second year of coursework for PhD programme.

2. A Masters degree of the University of Dar es Salaam or an equivalent Masters degree from a recognized university.

How to Apply

Interested candidates are advised to download application forms from www.udsm.ac.tz or www.pspa.udsm.ac.tz and submit dully filled application forms to the Principal's Office, College of Arts and Social Sciences (CASS), University of Dar es Salaam, P.O. Box 35051, Dar es Salaam, Tanzania or Fax +255-22-2410084. Candidates can also send applications via e-mail: politics@uccmail.ac.tz by 15th August 2010 at the latest. Applications should be accompanied with a fee of TZS 30,000 for Tanzanians or USD 30 for foreign applicants.

FOR FURTHER INQUIRIES PLEASE CONTACT;

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E-mail: politics@uccmail.ac.tz
Website: www.pspa.udsm.ac.tz

31st AAPAM ROUNDTABLE CONFERENCE 21-26 SEPTEMBER



Ms Njoki Kahiga (left), Secretary/HRD, Ministry of State for Public Service, Kenya, Chairperson, National Organising Committee (NOC) and Dr Margaret Kobia, Director/CEO, KIA directing the proceedings of the conference



Ms Wynne Young, President of the Institute of Public Administration of Canada (IPAC) addressing the conference



Delegates listening to speakers. In the front row are some of the Heads of African Public Services



Mrs Janet Kathyola, Advisor (Southern Africa), Governance and Institutional Development Division (GIDD), Commonwealth Secretariat, London, delivering a message of solidarity



A delegation from the Korean Association for Public Administration (KAPA) at the conference



Dr John-Mary Kauzya (right), Chief of Governance and Public Administration Branch, United Nations Department of Economic and Social Affairs (UNDESA), New York, receiving a present of appreciation for his presentation from Dr Margaret Kobia

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Delegates at a reception hosted by the Government of Kenya. Front table: Seated in the middle is Hon Amos Kimunya, Minister of Trade, left is Mr Tlohang Sekhamane, AAPAM President and standing extreme right is Amb. Francis Muthaura, Head of Public Service, Kenya



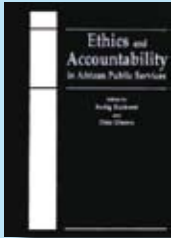
A delegate from Southern Sudan making an intervention



A Korean delegate (right) receiving a present of appreciation for his presentation from Dr Margaret Kobia

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Saturdays, Sundays and Kenyan Public Holidays — CLOSED

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Group photograph: 31st AAPAM Roundtable Conference, Kenya Institute of Administration (KIA)