



# AAPAM

## NEWSLETTER

THE AFRICAN ASSOCIATION FOR PUBLIC ADMINISTRATION AND MANAGEMENT

NEWSLETTER NUMBER 73

JANUARY - JUNE 2011



Mrs. Mary Ngelele Maganga, Planning & Modernisation Programme Manager for Tanzania Revenue Authority receives the Gold Trophy on behalf of her organization.

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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.

## 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,**

Former Head of the Civil Service  
Government of the Republic of Ghana

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### Vice-President, Central Africa

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AAPAM National Chapter of Cameroon  
Cameroon

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Government of Kenya

### Vice-President, Southern Africa

**Ms. Matondo Monde C. Yeta**

Permanent Secretary  
Cabinet Office  
Gender in Development Division  
Government of Zambia

### Vice-President, West Africa

Vacant

### 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.

## 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)
- **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 (AJPM)
- **All Chairpersons of National Chapters**

**THOSE ELECTED ARE TO SERVE FOR THREE YEARS FROM OCTOBER 2008**

# LETTER FROM AAPAM PRESIDENT

## Letter from AAPAM President



Dear Members,

Welcome to the 73rd Edition of the African Association for Public Administration and Management (AAPAM) Newsletter. I wish to extend warm and hearty greetings to you all, on behalf of the Executive Committee and the Secretariat.

As we embrace 2011 with new vigour and energy, we need to look back and acknowledge with a modicum of pride some of the key milestones which we achieved in 2010. Members will recall that in 2009 the President presented a Paper on the Financial Crisis at the Institute of Public Administration of Canada (IPAC). This trend was given new impetus in 2010 as AAPAM sponsored five members to present papers at the Korean Association of Public Administration (KAPA) Conference in Seoul, South Korea. It would seem that an increasing number of organizations both inside and outside Africa are getting more poised to tap freely into the vast reservoir of knowledge and experience which our organization has been accumulating over the years.

Another trendy and truly exciting development is the AAPAM Awards for Innovative Management. This initiative is intended to encourage creativity and innovation in the African public sector. At the 2010 Awards ceremony in Durban, South Africa, the Tanzanian Revenue Authority emerged top and won itself the Gold Award, amidst a wild furore of noise, whistling and ululations from the audience. Realigning and rationalizing its business processes, and shrewdly weaving in Information and Communication Technologies (ICTs), the Revenue Authority was able to realize growth from a monthly average revenue collection of US\$28 Million in the first year of

operation, to the current average of US\$241 Million. They clearly deserved the Gold Award. This remarkable innovation, and many others that have come before it, leave no spec of doubt in our minds that Africans are capable of coming up with their own home-grown solutions to the administrative and management problems that face them. The real challenge is now to find ways to replicate these success stories in our countries and institutions, to derive practical mileage from these valuable lessons, and to ensure that the day-to-day lives of our people are actually improved as a result of this awards programme.

Finally, 2010 has indeed left a very sweet taste in our mouths. As we move into 2011 with renewed hope and confidence, we remember with very fond memories the 32nd Roundtable Conference, ably hosted by the Government of the Republic of South Africa, at the great city of Durban. Members came in big numbers, the hospitality was exemplary, and we were treated to a very rich menu of presentations and discussions. We all left with the feeling that it was truly a rewarding experience. I wish to, once again, express our sincere gratitude to the Government and the people of South Africa, especially the Honourable Richard Baloyi, Minister for Public Service and Administration, and his diligent and ingenious team of officials. Thank you, South Africa.

I also wish to acknowledge with gratitude the financial and technical support provided to us by our Development Partners. Namely, the Canadian International Development Agency (CIDA), through the Institute of Public Administration of Canada (IPAC), the Commonwealth Secretariat through the Governance and Institutional Development Division (GIDD), and the United Nations Department of Economic and Social Affairs (UNDESA). These organizations have been with us in our moment of greatest need. They assisted us to put our

best foot forward. They are now holding our hand as we take to the skies and become Africa's premier organization in matters of Administration and Management. We thank them heartily for their support and for the confidence they have shown in us.

In 2011 we will focus on implementing our Strategic Plan with emphasis on three areas. Firstly, we will increase our membership by attracting countries and institutes that are not yet active in AAPAM, and revamp those that have fallen dormant. Secondly, we will increase the numbers of partners that work with us. In this way, there will be more organizations in Africa and elsewhere that make a contribution towards the improvement of public administration and management in Africa. Lastly, we will initiate training programmes and seminars that target political and administrative leaders on key issues affecting public administration and management on the Continent. I encourage you to keep an eye on our website, [www.aapam.org](http://www.aapam.org) for updates on the exciting menu of events which we are preparing for you this year.

I wish to conclude by reminding you about the 33rd Roundtable Conference which will be hosted by the Republic of Malawi towards the end of this year. The best way to prepare for this Roundtable Conference is to start now to do serious work in our national chapters, tertiary institutions and local management development institutes; to call for papers and organize seminars at which such papers will be presented and discussed; and to begin ardently to tease out possible submissions for the innovative management awards programme. Let us come to Malawi in big numbers and share ideas and experiences on how we can continue to improve service delivery in Africa. I wish you all a very fruitful and prosperous 2011.

Tlohang Sekhamane  
AAPAM President

# NEWS AND EVENTS

## **AAPAM REPRESENTED AT THE INTERNATIONAL CONFERENCE OF THE KOREAN ASSOCIATION OF PUBLIC ADMINISTRATION (KAPA), KOREA, 7 – 8 OCTOBER 2010**

In 2009 AAPAM signed a Memorandum of Cooperation with the Korean Association of Public Administration (KAPA). The memorandum aims to provide an avenue whereby the two organizations can learn from each other, providing a platform for the exchange of ideas and personnel by AAPAM and KAPA.

Since the Memorandum was signed KAPA delegates have participated in AAPAM's Roundtable Conference held in 2009, Nairobi, Kenya and in October 2010 five delegates of the African Association for Public Administration and Management (AAPAM) participated in the International Conference of the Korean Association of Public Administration (KAPA), Seoul, Korea.

The theme of the conference was **'Beyond New Public Management'**. The conference sought to examine the role of the Public Sector in the era of global economic crisis and the expectations placed on the sector to reform and become more productive and efficient.

The AAPAM delegation consisted of:

- (i) **Mr. Tlohang Sekhamane**, AAPAM President, Government Secretary, Head of Public Service and Cabinet Secretary, Government of Lesotho.
- (ii) **Dr. Margaret Kobia**, CBS, Executive Secretary, Kenya Association for Public Administration and Management (KAPAM), Director and Chief Executive Officer, Kenya Institute of Administration, Nairobi, Kenya
- (iii) **Mr. Pius Gakeh Gwanmesia**, Treasurer, AAPAM Cameroon Chapter, National Finance Credit Bank, Yaounde, Cameroon
- (iv) **Dr. James Nkata**, Secretary,

Uganda Association for Public Administration and Management (UAPAM), Director General, Uganda Management Institute, Kampala, Uganda  
(v) **Ms. Violet Namukwai**, Secretary, AAPAM Zambia Chapter, Chief Consultant (Consulting), National Institute of Public Administration, Lusaka, Zambia.



## **AAPAM Harnessing Knowledge Management via the Web 2.0**

In September 2010, the AAPAM Secretary General, Dr. Yolama Barongo attended the UNPAN (United Nations Public Administration Network) workshop on harnessing the power of the web for effective knowledge management in Shanghai, People's Republic of China.

The workshop was aimed at encouraging top organizations as well as government institutions in the field of public administration and ICT to embrace the power of the web so as to enhance greater economic development. Currently UNPAN provides a platform where organisations can share knowledge on best practices, strategies and implementation so that they may learn from others' experiences and tailor their strategies to fit their needs.

AAPAM, which is a DPADM partner organization of UNPAN, had the distinction of having one of the most downloaded papers on the portal **'Modern Management Theories and Practices'** in the year 2010. Embracing ICT for the future of Africa's Public Service is a tenant that AAPAM intends to grow and promote with its members and will be looking at rolling out programmes in this field.

Check out AAPAMs uploads on the UNPAN portal at [www.unpan.org](http://www.unpan.org)



## **PASSING ON**



AAPAM is deeply saddened by the passing of our dear brother Neo Mohaese after a brave battle with spine cancer.

Mr. Mohaese was a committed member of AAPAM and at the time of his passing he held the position of Secretary General, Lesotho Association for Public Administration and Management (LAPAM), the AAPAM Lesotho National Chapter.

During his life he held various positions in the Public Sector, including serving as Lesotho's Traffic Commissioner after learning his trade during his five years with the Johannesburg Traffic Department, and later during an instructive stay in Britain. While serving as the Traffic Commissioner he successfully introduced a scheme to improve local driving standards through refresher courses for drivers and instructors. He also served as the Technical Advisor to the Lesotho Road Transport Board.

Mr. Mohaese devoted and dedicated his time to spearheading the growth and development of Africa's Public Service. His valuable contributions at AAPAM Council Meetings and Roundtables will be greatly missed. Our condolences go out to his family, the Government of the Kingdom of Lesotho and the Lesotho Association for Public Administration and Management.

R.I.P

## AAPAM Welcomes a New Programme Officer



January 2011 saw AAPAM bring on board a new Programme Officer to join its Secretariat in Nairobi, Kenya. Catherine Mwaura – Wambua, joins the Association from the Tourism Trust Fund, a quasi government organization where she worked as a Senior Programme Officer in charge of Institutional Development and Capacity Building.

Catherine who holds an MBA from the University of Nairobi and a Bachelor of Education from Catholic University of Eastern Africa will be working with the Secretariat to boost AAPAM's advocacy and training programmes.

We wish to congratulate Catherine on her appointment and wish her well as she takes over her new assignments.

## INSTITUTE OF PUBLIC ADMINISTRATION OF CANADA (IPAC) – MISSION TO AAPAM, May 2011

In May 2011 AAPAM will have the pleasure of hosting a delegation from the Institute of Public Administration of Canada. The visit is part of the AAPAM – IPAC partnership whereby IPAC provides financial and technical support to AAPAM to help enhance the smooth running of AAPAMs programmes.

The delegation will include George Ross, Member of IPAC Board of Directors and International Committee, Chair of IPAC Research Committee and Deputy Minister, Research and Innovation and Consumer Services, Government of Ontario (Governance and Market-

ing and Membership /Sponsorship), Ms. Jennifer Dany Aubé, Member Services and Information Management Officer and Ann Masson, Director, International Program.

The delegation will be looking at enhancing, resource mobilization, event management and quality programming at AAPAM and is also scheduled to attend the 6th Conference of African Ministers of Public/Civil Service (CAMPS) to be held in Nairobi, Kenya.

## AAPAM Development Partners'



## INVITATION TO THE 33RD AFRICAN ASSOCIATION FOR PUBLIC ADMINISTRATION AND MANAGEMENT

- The Chairperson of the Conference.
- The Honourable President of African Association for Public Administration and Management (AAPAM).
- Honourable Ministers.
- Heads of Public Service and Secretaries to Cabinet.
- Ladies and Gentlemen.

The AAPAM Executive committee requested Malawi to host the 33rd AAPAM Round Table Conference in 2011. It has pleased His Excellency the President Ngwazi Dr. Bingu Wa Muthalika to approve the AAPAM request that Malawi should host the 2011 AAPAM Conference.

Ladies and Gentlemen, on behalf of the Malawi Government it is my honour and privilege to officially accept the offer to host the 2011 annual conference. This will be the second time for Malawi to host such a conference as the first one was held in December, 1984.

We are proposing that the Round Table Conference be held in October, 2011, in Lilongwe. I take this opportunity to invite you all to 33rd AAPAM Roundtable conference in the Republic of Malawi, the Warm Heart of Africa.

In conclusion we would like to play a short presentational DVD about Lilongwe and Malawi which we hope you will give our invitation your most favourable consideration.

I thank you very much.

Necton Mhura,  
Deputy secretary to the Office of the President and Cabinet to the Government of the Republic of Malawi  
19th November, 2010

# 32ND AAPAM ROUNDTABLE CONFER

## 15 - 19 NOVEMBER



- Mrs. Mary Ngelele Maganga, Planning & Modernisation Programme Manager for Tanzania Revenue Authority receives the Gold Trophy on behalf of her organization.



Anand Gungah, Director of Civil Aviation Mauritius with the Bronze Trophy.



Mr. Festus Kitui, Systems Administrator, Kenya Institute of Administration (KIA), 2nd from Right, received the award on behalf of KIA



Mozambique won the Glass Trophy, received by Mr. Benedito Francisco Chicombo, Department Chief. Provincial Directorate for Public Works & Housing, Nampula (Centre)



Receiving a Glass Trophy is Ms. Bertha F. Mamuya Manager, Forensic Science Services Tanzanian Government Chemist Lab. Agency (2nd from Right)



Delegate makes a point during the Roundtable

# ENCE . DURBAN . SOUTH AFRICA 2010 . PICTORIAL



Mr. Tlohang Sekhamane, AAPAM President, Government Secretary, Head of Civil Service and Cabinet Secretary, Lesotho, share a word with Dr. Zweli Mkhize – Premier Kwazulu-Natal Province with delegates from Somalia



(Left – Right) Titus Ndambuki, Permanent Secretary Ministry of State for Public Service, Government of Kenya, Ms Wynne Young, President of the Institute of Public Administration Canada (IPAC), Joseph Dada, Administrative Staff College of Nigeria (ASCON), Mrs. Ann Mason, Director of International Programs, IPAC



Mrs. Rachel Jaluha Okumu, Deputy Director Human Resource Management, Ministry of State for Public Service receives the Silver Trophy



Ms Amina Aziz, a Member of AAPAMs Young Professionals Network from Tanzania with a delegate celebrate their win.



Members of the Ugandan Delegation

# CONFERENCE COMMUNIQUE

## 32ND ROUNDTABLE

### 32<sup>nd</sup> AAPAM Roundtable Explores 'Repositioning the African Public Services for the Realization of the National Visions'

#### INTRODUCTION

The 32<sup>nd</sup> Roundtable Conference of the African Association for Public Administration and Management (AAPAM) took place on the 15<sup>th</sup> to 19<sup>th</sup> November 2010. The event was co-hosted and organized by the Government of the Republic of South Africa and the APAM-SA at the Elangeni Hotel in Durban, South Africa from.

The Conference saw an increase in the number of participants attending with three Hundred and Sixty Four (364) delegates from twenty seven (27) 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; Development Partners; representatives of Statutory Institutions; scholars and researchers. The delegates also included fifteen (15) AAPAM Young Professionals.

The theme of the 32<sup>nd</sup> Annual Roundtable Conference was **"Repositioning the African Public Services for the Realization of the National Visions"**. The overall objective of the 32<sup>nd</sup> Roundtable was to focus attention on the unique responsibilities that strategic visioning places on national public administration systems.

#### OFFICIAL OPENING

Members were welcomed to the Conference by the **AAPAM President, Mr. Tlohang Sekhamane**, who is also Government Secretary, Head of Public Service and Secretary to Cabinet, Government of the Kingdom of Lesotho. The 32<sup>nd</sup> Roundtable Conference was officially opened by **Hon. Masenyani Richard Baloyi**, Minister for Public Service and Administration of the Republic of South Africa.

Messages of solidarity were received from AAPAM development partners and were delivered by Ms. Wynne Young, President of the Institute of Public Administration Canada (IPAC), Ms Janet Kathyola for the Commonwealth Secretariat, Dr. John-Mary Kauzya, United Nations Department of Economic and Social Affairs (UNDESA) and Prof Gelase Mutahaba, on behalf of the African Capacity Building Foundation (ACBF).

The official opening was followed by the Keynote address by Prof. Richard Levin. This was followed by presentation of papers and discussions in nine plenary sessions which were rich in content and recommendations. The presentations were characterised by a vibrancy of exchanges and intense probing. Delegates made informative contributions.

In addition to the nine plenary sessions, the AAPAM Young Professionals held separate in-depth discussions pertaining to their areas of interest and the lessons they were learning from the conference.

#### CONCLUSIONS AND RECOMMENDATIONS

The main conclusions and recommendations arising out of the plenary were as follows:

1. There is need to develop strategies to translate the economic growth into improved standards of living.
2. For visions to succeed plans should be developed through wide consultation.
3. Africa's visions experienced challenges of poor co-ordination of resources, budgeting, dependence on donor funding and lack of monitoring and evaluation systems.
4. Identified five key principles for achieving the national vision; namely responsibility and accountability, interactive processes for comprehensive involvement, clear communication, innovation and research & development. More importantly, strong leadership at Administrative and Political level must be in place.

5. National visions can benefit from an entrepreneurial approach to public administration.

6. Recommended that as governments transfer responsibilities and functions to the local level, they should also transfer human and financial resources.

7. Need for intergenerational succession planning and that concerted efforts be directed at youth and human resource development.

8. Developmental democracy must respect people's rights, ensure accountability and demonstrate responsible leadership.

#### Way Forward

African countries have taken steps to improve the management of human resources in the public service with the view to realising the national visions. However challenges still exist with regards to: core versus contingent staff, how to manage equity, skills development and training, performance management, pay progression and hiring and retention strategies, optimal utilization of existing capacity.

To address these challenges the Conference recommended that African governments develop coherent human resource management policies, strategies, processes and systems. AAPAM in collaboration with HRMNET should continue to provide a forum for continued dialogue, sharing of experiences among member countries.

To download the Conference Communiqué and access the Conference Report please visit our website [www.aapam.org](http://www.aapam.org)

***"Although Africa has been experiencing a steady economic growth, there is need to develop strategies to translate the economic growth into improved standards of living"***

# INNOVATIVE MANAGEMENT AWARDS STORY

## GOLD TROPHY WINNER

### INTEGRATION OF TANZANIA'S REVENUE AUTHORITY'S (TRA) OPERATIONS



**Country:**

Tanzania

**Organization:**

Tanzania Revenue Authority

**Contact Person:**

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Planning and Modernisation  
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### Executive Summary

The Tanzania Revenue Authority (TRA) was established by an Act of the Tanzania Parliament Cap 399 revised in 2006 and commenced its operations in July 1996. Since its inception, TRA has strived to implement its statutory functions as stipulated in the Act, the core functions being assessing, collecting and accounting for Government revenue.

TRA has propelled reforms focused on making the Authority Investor and Taxpayer friendly by strengthening operational efficiency.

Based on its Corporate Plans, the TRA integrated its operations by

moving from tax-type to a function-based structure for the purpose of improving service delivery. Integration of TRA operations involves provision of services for different type of taxes at a single location by merging Value Added Tax with Income Tax operations.

### Development of Innovation

The aim of integrating TRA operations was to improve efficiency and effectiveness of service delivery through provision of services from one-stop center.

### How the Change was Done

#### i) Administration of Large Taxpayers

TRA commenced its first step towards integration of operations in October 2001 by establishing the Large Taxpayers Department (LTD). A functional-based structure, which includes four main functions along the concept of one-stop shop, was adopted.

#### ii) Administration of Small and Medium Taxpayers

TRA replicated the model for Large Taxpayers to the medium and small taxpayers. TRA then integrated VAT and Income Tax Departments, leading to the formation of Domestic Revenue Department.

#### iii) Integration of ICT Systems

The integration of functions necessitated the integration of ICT systems to provide seamless and secure access by users. In order to minimize cost for the integration of ICT systems, TRA decided to use in-house ICT expert for re-designing, coding and testing

which saw the development of the ITAX system.

The ITAX system has a central database which is accessed by all users throughout the country to share common data such as taxpayer registration particulars. The system is interfaced with: Motor Vehicle Registration System (MVRS), Automated System for Customs Data (ASYCUDA++) and Taxpayer Registration System (TIN).

### RESULTS OF RE-ENGINEERED SERVICE DELIVERY

i) Monthly revenue collections have increased from a monthly average of TShs 42 billion during the 1st year of TRA operations to the current levels of TShs 367 billion per month.

ii) Cost of collection has been maintained at an average rate of 3% which is the World's accepted Best Practice.

iii) Provision of services from a single office for all type of taxes at a single visit by a taxpayer has improved efficiency as service delivery time has been reduced.

### OUTLOOK FOR THE FUTURE

In pursuit of further improvement of its services to the public TRA is implementing a Quality Management System (QMS) based on the ISO 9001:2008 Standard.

At present efforts are underway to interface ITAX with the Tanzania Interbank Settlement System (TISS) which will enable payments effected by taxpayer through banks to be reflected in their ITAX accounts automatically.

## SILVER TROPHY WINNER

### “Access Records” – Computerization of Records Management Function in the Service



**Country:**

Kenya

**Organization:**

Ministry of State for Public Service

**Contact Person:**

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- Permanent Secretary  
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#### Executive Summary

Records support all business functions and are critical to assessing policies and programmes and analyzing individual and organizational performance. Without reliable records, government cannot administer justice and cannot manage the state's resources, its revenue or its civil service.

Kenya, like other countries in Africa, had their information systems based on paper registry. The systems used for the management of records had faced problems and indeed almost collapsed. Failures in the filing systems led to delays, poor service and frustration on the part of the public and opportunities for corruption. The Management of records was characterized by insufficient storage facilities, misfiling, cumbersome retrieval procedures, cases of missing/lost files resulting in delays in decision making and increased opportunities for corruption.

To tackle the concerns mentioned above, Information Management became an integral component in the Civil Service Reform Programme (CSRFP) in 2003.

To address the manual nature in which records are managed the Ministry of State for Public service as the administrator of the scheme of service took the initiative to design and develop a computerized, Integrated Records Management System to track the movement of mail/files and also performance of individual officers.

#### Development of Innovation

The Ministry designed and developed a computerized, integrated Records Management System based on the actual operations of the Records Management function. The main aim was to ensure that the designed system could easily be adopted and used by the Records Management staff. Secondly, the system was designed to ensure that mail and files could be tracked up to the Action Officers, holding them responsible for any mail or file forwarded to them for action. The system is web-based but for security reasons will run on the Intranet in respective Ministries. Additional is a rapid response facility that will be attached to the Integrated Records Management System. This will enable clients from outside the Ministries to make enquiries on the current status of their correspondence.

#### Results Achieved to-date

The computerized, integrated records management system has been rolled out in the Ministry of State for Public Service. The Ministry is now rolling it out in all the forty-two (42) Ministries.

The system is being rolled to the Ministries using the cost-sharing approach. They purchase the equipment, prepare data and the Ministry of State for Public Service

installs the system for them to run and manage its operations.

Upon installation of the system, champions are trained in the Ministry to train all the other users and it is anticipated they will roll the same to the Provinces and Districts.

It is expected that the full scale operation of the integrated records management system will contribute to:

- Reduction of loss and misplaced mail/files;
- Reduction of physical movement of the files from registries to action officers because of digital filing.
- Contribute to the going green initiative, reduced deforestation due to less demand for paper. Cutting down on printing, photocopying and wastage of paper in the ministries. Reduced toxics produced by photocopying and printing e.g. Nitrogen oxide, Carbon monoxide, Ultra violet light and Noise levels.
- Drive towards modernization of services and reduced corruption is set to improve the image of Government

## BRONZE TROPHY WINNER

### AREA CONTROL CENTRE PROJECT



**Country:**

Mauritius

**Organization:**

Department of Civil Aviation

**Contact Person:**

Mr. Anand Gungah –  
Director of Civil Aviation  
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**Executive Summary**

The Department of Civil Aviation (DCA) plays a leading role in the development of the aviation industry in Mauritius through the safety and security regulation of this sector and by providing Air Navigation Services (ANS) in the airspace allocated by the International Civil Aviation Organisation (ICAO).

Previously, due to lack of adequate equipment and facilities, we were providing only Flight Information Services to aircraft in our Flight Information Region (FIR), leaving the pilot to decide on air routes. The radio communication system used was mostly High Frequency (HF) which has the inherent drawbacks of being noisy and fading under atmospheric conditions. DCA had to bring major improvements to the quality of its services via innovative solutions based on automation and satellite technologies.

In this context, the following improvements/innovations have been brought about:

(I) Extended Very High Frequency (VHF) Communication

It is very important to have reliable air-ground communication. While extended-VHF is relatively easy over vast land mass, we had to design an ingenious and innovative solution to extend the VHF coverage over the ocean. The new system, which uses Very Small Aperture Terminal (VSAT) technology links Mauritius with those islands via satellite. Furthermore, in the absence of electricity supply at Agalega and St Brandon, we capitalized on solar energy.

(II) Controller-Pilot Data Link Communication (CPDLC)

To communicate with aircraft beyond VHF coverage, we have equipped our ACC with data link communication via satellite. This system, known as the Controller-Pilot-Data-Link-Communication, provides reliable communication

between ATCs and pilots over oceanic areas thereby decreasing our dependence on HF communication.

(III) Air Traffic Management (ATM) System

Furthermore, in order to enhance safety, we combined the traditionally separate air traffic service functions into an integrated set of tools that would maximize the synergy between them, thus allowing ATCs to view the same Air Traffic Situation Display on a single workstation.

(IV) Surveillance

We have implemented a surveillance system which can cover the whole FIR using both VHF and satellite technology. This system, known as the Automatic Dependent Surveillance (ADS) allows the ground computer to interact with aircraft systems to display the position of aircraft on the controller's screen.

(V) Billing and Statistic System

To be more efficient, DCA has designed a computerised system which interfaces the Flight Data Processor to extract relevant air traffic movement data to compile statistics and billing information automatically. This gained recognition in the region to the extent that the ICAO AFI Regional Office is now using it as a reference.

(VI) FlexTracking

This allows aircraft to choose the most economical route based on meteorological data. This has also positively contributed to the environmental impact of the atmosphere.

**Conclusion**

This is a quantum leap from an antiquated past to a satellite based technology future. With these facilities, Mauritius leads many countries in the African Region in the CNS/ATM field. This innovation has benefited all our customers who

are delighted with the Air Navigation Service being provided in the Mauritius FIR.

The accrued benefits cannot be valued in terms of money considering that a safe operating environment results in saving life and valuable assets. Moreover, they have contributed to the protection of the environment by the use of more efficient air routes (less fuel) and by harnessing solar energy.

The Air Traffic Management implemented at the DCA is also fully transferable, especially in relation to regional air navigation service providers.



**INNOVATIVE MANAGEMENT 2010 TANZANIA, GOLD**



**INNOVATIVE MANAGEMENT 2010 KENYA, SILVER**



**INNOVATIVE MANAGEMENT 2010 MAURITIUS, BRONZE**

# AAPAM YOUNG PROFESSIONALS REPORT

## AAPAM YOUNG PROFESSIONALS (AAPAMY) REPORT

**PRESENTED AT THE AAPAM ROUNDTABLE CONFERENCE IN DURBAN, 15 – 19 NOVEMBER 2010**

### Introduction

First and foremost we would like to express our gratitude to the Commonwealth Fund for Technical Cooperation, the AAPAM Executive Committee, the AAPAM Council and our respective governments for creating and giving us the opportunity to gain exposure, learn and grow. The AAPAMY Programme has been in existence for five years now and we humbly request for the continued support of all stakeholders to ensure that the initiative of bringing both new and existing Young Professionals into AAPAM is sustained.

We would like to thank the presenters for the wonderful presentations as well as the conference organizers and the people of the Republic of South Africa, in particular the people of the beautiful province of Kwazulu Natal who have successfully hosted the 32nd Roundtable Conference. Siyobonga Ngakulu.

As AAPAMY we are committed to the improvement of the delivery of quality services through the AAPAM Platform and therefore advocate for and support the repositioning of African Public Services for the realization of National Visions.

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

1. Need for evidence based

decision making and formulation of activities based on research findings. This enables effective planning, proper allocation of resources and easy implementation and evaluation of activities.

2. Capacity building for central and local government authorities in training, handling resources and infrastructure is required. In order for national visions to be realized an enabling environment must be put in place at the central government level and then cascaded down to the local authorities and 'countryside' programmes. Currently national visions are often neglected by Public Officers deployed in rural communities due to lack of adequate infrastructure, training and resources.

3. Clear communication and involvement of stakeholders in national visions.

Citizens are often ignored during the planning and implementation stages of visioning. Political leadership should help create awareness of these visions to citizens. This will create awareness among citizens of their rights and enable them to demand quality services from government and the public service. Civil society as well as private sector involvement is also crucial in the realization of national visions.

4. Succession planning and mentoring the Youth

5. Appreciating the concept of entrepreneurial public service as a dynamic approach to realizing national visions. However the merits and demerits of this programme should be under-

stood while taking into consideration how it relates with systems and procedures in a bureaucratic system.

6. Need for a solution based and Africanised national vision planning and implementation. Public servants should seek to find solutions for ensuring national visions are actualized. They also need to avoid adopting first world policies that do not address the needs and concerns of their citizens.

### Observations

- The papers on the theme were very rich and academically empowering, however a very crucial element of patriotism that is essential in assisting the African Public Services to realize national visions was not well articulated.

- As we all know, aid plays a major role in assisting African Public Services realize national visions. Ways in which aid should be effectively handled so as to benefit Africa were not fully expressed.

- In order for African public Services to know whether they are realizing their national visions, they should have monitoring and evaluation systems. Some presenters did not communicate their monitoring and evaluation types.

### Recommendations

- Compilation of AAPAM Roundtable success stories – Presenters should share some of the great success stories that have come out as a result of participating

and learning from the AAPAM Roundtable Conferences.

- Leadership Skills should be included in School Curriculum. – The primary and secondary school curricula for African countries to address the challenges raised throughout the presentations.
- Link presentations with practical solutions. When the theme and sub themes for the roundtable are

sent out presenters and respective countries should develop presentations that offer practical solutions to address some of these challenges.

### Conclusion

As we leave Durban with fond memories, let us take with us the responsibility to reposition the African public

Services to realize national visions.

It is upon ourselves to be the change that we would like to see across the entire continent!

For more information about the Young Professionals Programme please visit our website [www.aapam.org](http://www.aapam.org) or contact our offices in Nairobi, Kenya.

## CALL FOR NOMINATIONS

### THE GOLD MEDAL AWARD

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

This Award is sponsored by the Canadian International Development Agency (CIDA) through the Democratic Governance Programme of the Institute of Public Administration of Canada (IPAC).

The AAPAM Gold Medal award is a prestigious award awarded every three years to an individual of impeccable distinction. Past Recipients of the award are:

1. Professor Adebayo Adedeji
2. Professor Gelase R. Mutahaba

Winners receive a 14 carat minted Gold Medal bearing their inscriptions in English and French.

Travel, Accommodation, Registration Fees for the Winner will be sponsored for the awards ceremony.

### ADMINISTRATION OF THE GOLD MEDAL AWARD

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 Municipal and Local Governments and other selected representatives of the public service.

2. Nominations shall be called in May and received by the Secretary General at the AAPAM Secretariat not later than the 30th day of June in each year.

3. The Gold Medal Award shall be bestowed on the winner during the AAPAM Annual Roundtable Conference.

### AAPAM AWARD FOR INNOVATIVE MANAGEMENT

#### INTRODUCTION

The AAPAM Innovative Management Awards recognize organizational achievement in Public Administration and Management in Africa.

The AAPAM Award for Innovative Management is a competitive award, encouraging managerial excellence. Every year various organizations in the public sector in Africa are invited to submit to the AAPAM Secretariat their innovations in a prescribed format. The submissions received are evaluated by an Independent Jury of five Judges which shortlists the best five entries whose submitting organizations are invited for interview by the Jury.

Following rigorous interviews, the Jury determines the three best submissions to receive the **Gold**, **Silver** and **Bronze** Awards representing the first, second and third categories of the award respectively. The other finalists receive Glass Trophies.

Past recipients have included:

1. Directorate General of Immigration and Emigration, National Security Services, **Rwanda**

2. South African Police Service, **South Africa**

3. Ministry of Civil Service and Administrative Reform, **Mauritius**

4. The Judicial Service of Ghana, Judicial Reform and Project Unit, **Ghana**

### ADMINISTRATION OF THE INNOVATIVE MANAGEMENT AWARDS

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 in November. All submissions shall be received by the AAPAM Secretariat on or before 31st March of the following year.

Appropriate trophies will be awarded to the winners, Gold (for the winner), Silver (for first runners-up), Bronze (for second runners-up) and Glass (for the third and fourth runner up)

Travel, Accommodation and Registration Fees for the three finalists will be sponsored to attend the award ceremony.

Further details on the Award conditions and procedures can be found at [www.aapam.org](http://www.aapam.org)