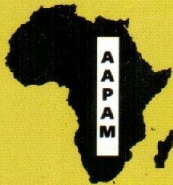


# PROCEEDINGS

## **ENHANCING the Performance of the African Public Service Commissions**

Report of the Workshop  
held at the Commonwealth Resort Munyonyo  
Kampala • Uganda  
7-11 April 2008



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## **Principal Sponsors**

Canadian International Development Agency (CIDA)  
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# Table of Contents

<b>Chapter One</b>	5
Introduction	
<b>Chapter Two</b>	6
Opening Ceremony	
Keynote Address	
<b>Chapter Three</b>	9
Coping with Rapid Changes: Transformation of the African Public Services	
<b>Chapter Four</b>	11
Service Commission Reforms for Improved Public Sector Performance	
<b>Chapter Five</b>	14
Enhancing Efficiency and Effectiveness of the Public Service for Development and Good Governance	
<b>Chapter Six</b>	17
Managing Human Resources for Improved Performance of the Public Service	
<b>Chapter Seven</b>	22
Application of Private Sector Best Practices in the Public Service	
<b>Chapter Eight</b>	25
Public Private Sector Competition: Staffing Challenges for the Public Service	
<b>Chapter Nine</b>	28
Enhancing the Performance of the Public Service in a Tight Fiscal Environment	
<b>Chapter Ten</b>	30
Use of ICT for Improved Performance	
<b>Chapter Eleven</b>	34
Panel Discussion of Factors that Hinder or Enhance the Effective Performance of Service Commissions	
<b>Chapter Twelve</b>	38
Closing Ceremony	
<b>Annex I</b>	40
Workshop Communique	
<b>Annex II</b>	42
Speeches - Opening Ceremony	
(i) Chairman, Uganda Public Service Commission	

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(ii)	IPAC Representative	
(iii)	AAPAM President	
(iv)	Guest of Honour	
<b>Annex III</b>	Keynote Address	50
<b>Annex IV</b>	Speeches - Closing Ceremony	54
(i)	Vote of Thanks	
(ii)	AAPAM President	
(iii)	Minister of State for Public Service (Uganda)	
<b>Annex V</b>	Programme	60
<b>Annex VI</b>	List of Delegates	66

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# Chapter 1

## Introduction

This is a report of the Workshop for Enhancing the Performance of the African Public Services Commissions which was held in Kampala, Uganda, at the Commonwealth Resort Munyonyo from 7th- 11th April 2008. The workshop was organized by the African Association for Public Administration and Management (AAPAM) in conjunction with the Institute of Public Administration of Canada (IPAC). It was funded by the Canadian International Development Agency (CIDA). The Public Service Commission of Uganda together with other Appointing Commissions/ Authorities in the Country co-funded and hosted the Workshop. It brought together, Chairpersons, Deputy Chairpersons, Members of the Commissions, Commissioners, Secretaries and top level executives of the Public Services Commissions from various African Countries. There were delegations from IPAC, AAPAM, the East African Community and the United Nations Department of Economic and Social Affairs. Permanent Secretaries from the Republic of Uganda attended the Opening ceremony.

The theme of the workshop was “Fostering Good Governance: The Role of Appointing Commissions/Authorities”. The Workshop was, therefore, intended to contribute to the advancement of the goal of the AAPAM/IPAC Partnership Project to promote Good Governance in Africa through the strengthening of Public Service Institutions. The major objective of the Workshop was to enhance the capacities of the Public Service Commissions in Africa in the performance of their vital functions in managing the Public Service. The Workshop, thus, provided a forum for exchanging knowledge and sharing learning experiences among the top level leadership of the various Appointing Commissions and Authorities in Africa.

The expected outputs of the workshop were:

1. Increased level of leadership among participants.
2. Qualitative improvements in the performance of Public Services in Africa.
3. A workshop report compiled, published and widely circulated among the African Public Services to enhance knowledge diffusion throughout the continent and beyond.

The workshop lasted five days and other than the conference engagements, delegates were accorded an opportunity for informal interactions from which they shared experiences and learnt from each other.

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# Chapter 2

## Opening Ceremony

The opening ceremony was graced by speeches from the host Chairperson of the Public Service Commission of Uganda, Professor Patrick John Muzaale, Ms. Regan Mancini, IPAC Representative, the AAPAM President who is also the Head of Public Service and Secretary to Cabinet of Uganda, Mr. John Mitala, the Deputy Secretary General, (Finance and Administration) of the East African Community (ECA), Dr Julius Rotich, who represented the Secretary General of ECA and gave the Keynote Address on his behalf and the Second Deputy Prime Minister and Minister of Public Service of Uganda, Hon Henry Muganwa Kajura who was the Guest of Honour.

**Professor Patrick John Muzaale**, in his opening remarks, welcomed the delegates to the first conference of its kind for the African Public Service Commissions and Appointing Authorities. He lauded the role the Public Service plays in Good Governance and hence fostering development, and social order. He made reference to the theme of the workshop and noted that it was in tandem with the objectives of the United Nations, the African Union and the East African Community which exhort member states to work towards the realization of the Millennium Development Goals. Prof. Muzaale urged Appointing Authorities in Africa to firm up better policies and practices to curb brain drain from the African continent. He urged delegates to tap into the opportunity accorded by the workshop to acquire knowledge and share experiences. He then highlighted four important issues for the workshop to deeply reflect on namely: making 'people come first' as a must in Public Service Delivery; drawing and localizing lessons from the paradigm shift in public management by adopting new models such as 'New Public Management' which aim at efficiency and accountability in managing Public Services. The second issue relates to the need to change the social being and the security of office for public officials as a prerequisite for re-establishing traditional Public Service values and ethics. The third aspect touches on the problem of corruption and how it undermines ethical behaviour, accountability and hence not safeguarding the public interest. The final issue relates to globalization and how African Public Services could be transformed to address the challenges of globalization.

In his remarks, **Mr. John Mitala** welcomed the participants to the workshop, equally noting that it was the first time that such a workshop was taking place in the history of the African Continent. He congratulated the Appointing Service Commissions of Uganda for hosting the workshop and thanked the AAPAM Secretariat, the Canadian International Development Agency (CIDA) and the Institute of Public Administration of Canada (IPAC) for funding the workshop. He noted that the Public Service plays a vital role not only as an implementing arm of Government programmes

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but also as an institutional memory of a country. He underscored the role Public Services Commissions play in controlling the entry of Public Officials into the Public Service. He urged the Services Commissions to insulate themselves from any form of influence peddling especially in a globalised world where the role of Government is increasingly under scrutiny. He counseled them to stand their ground in removing those Public Officers who have become liabilities to the Public Service and to uphold the principles of credibility and integrity as well as individual and collective accountability. He ended the address by encouraging the participants to share experiences and knowledge freely during the deliberations.

**Hon Henry Muganwa Kajura**, in his remarks, welcomed delegates to Uganda and observed that Public Service has been recognized by all Governments in Sub Saharan Africa as critical in the implementation of Government Programmes. He, therefore, underscored the important role the Public Services Commissions have to play in the transformation of the Public Service since they are gateways to Public Service careers for Public Officials. He noted the timeliness of the workshop to Uganda's search for solutions to address issues related to Public Sector Management. He supported the effort by the Commissions to configure themselves into an association that will culminate into better coordination of effort to address the common challenges. He exhorted delegates to network and discuss common issues, benchmark best practices and firm up strategies with the view of advising Governments on how best to manage Public Services. He then officially declared the workshop opened.

## Keynote Address

Presenter: **Dr. Julius .T. Rotich**  
Deputy Secretary General (Finance and Administration)  
East African Community, Arusha, Tanzania

In his Keynote Address, the Deputy Secretary General, Dr. Julius .T. Rotich, on behalf of the EAC Secretary General and on his own behalf welcomed the delegates to Uganda.

He noted that the theme of the workshop was apt and long overdue. He emphasized how leadership capacity developments of the Public Service Commissions' was still a critical challenge to the Human Resource Management and Development in the region. He acknowledged that as the world becomes a global village, it had become necessary, and urgent to facilitate the development and sustenance of National Human Resource Capacities to effectively match and compete with the prevailing global standards.

He noted that the world over, the Public Service Commissions are the typical entry points into Public Service for Public Servants and as such the quality of Public Service professionals in any country is determined by Public Service Commissions and by extension, a direct reflection of the Country's Public Service Commission or Agency duly mandated to conduct the process of recruitment into the Service.

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He noted that "attitude change" and "adoption of modern, flexible, innovative and performance oriented management practices" was the biggest challenge Public Service employees need to overcome in Africa. Other challenges he cited were inflexible and rigid (straight-jacketed) application of institutional policy guidelines, corrupt practices, racism, nepotism and tribalism. He acknowledged the achievements so far made in the East African region in making significant improvements of Public Service citing Kenya's Rapid Results Initiative emanating from the Public Service Reform and Development Secretariat.

He further requested the delegates to reflect on the roles of the Public Services Commissions as the sole gate keepers to Public Service employment who should set transparent standards and practices, that encourage and reflect fair, just and competitive practices in Human Resource Procurement.

He challenged the delegates to ensure that only individuals with the right attitudes and capacity to transform the Public Sectors are absorbed in the Public Service. He thus suggested the need for major sacrifices on the Commissions part and a further need for the Commissions to come up with solutions to address desired changes in the areas of: Development/Review of governance policy guidelines, facilitation of development of Service Charters, development of frameworks for open and transparent process and implementation of the recruitment policy, opening up communications channels within the public and giving open feedback to them on all matters of concern and introduction of outcome based results oriented management practices.

He concluded his Keynote address by concurring with the convener's objective of providing a forum for exchange of knowledge and the sharing of learning experiences by Public Service Commissions and Appointing Authorities.

## **Discussion and recommendation**

Following the Keynote Address, participants made the following contributions;

- a) There should be commensurate emphasis on human resource development together with other social-economic interventions such as industrialization for the African continent to develop as human resources are the engines with which industrialization and other economic measures are propelled.
- b) It is equally important that provisions are put in place for more aggressive capacity building and facilitation of Public Service Commissions, Appointing Authorities and Public Servants to match international competitive standards.
- c) The creativity and talents of a number of professionals in the African Public Services are not being tapped. This has resulted into unchecked talent migration from the Public Service to more open, creative and well paying sectors outside Africa.

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# Chapter 3

## **Coping With Rapid Changes: Transformations of the African Public Services**

Presenters:

**Ambassador. A.Al- Gazali**

Chairman, Federal Civil Service Commission, Nigeria

**Ms. Nozipho J. Mxakkato-Diseko**

Commissioner, South African Public Service Commission

Session Chair:

**Prof. Muzaale**

Chairman, Public Service Commission, Uganda

In his paper, **Public Service and Development in Africa Economies**, Ambassador Ahmed Al-Gazali, points out that Public Services are bureaucratic institutions designed for the formulation and implementation of Government policies. He then outlines the basic roles of the Public Service and Public Servants which include, assisting Government in the formulation of policy, implementation of approved policies and giving advice to Governments. He proceeded to enumerate the characteristics of the African economies which include; lack of good leadership, lack of political and economic stability, cultural and social in-equalities, lack of good governance, inadequacy of qualified human capital, lack of favourable economic environment for domestic and foreign investment, inappropriate fiscal policies, high poverty levels, high illiteracy levels, inadequate infrastructure, poor health facilities, inadequate educational facilities and infrastructure, inconsistency and lack of continuity of public policies, heavy debt burden, wars, conflicts and civil strife and Public Services that are not efficient, productive, responsive, corrupt and which are exacerbated by poor ergonomic conditions. He compared these characteristics with those of the developed economies and concluded that Africa still had a long way to go.

The presenter further explored the Public Service and the elusive growth of democracy and good governance in Africa and noted that although African states had tried to embrace the concept of democracy, very little success had been recorded thus far but he acknowledged that the institutionalization of effective leadership was gradually taking place in Africa. He noted that the African brand of democracy and leadership style requires some modification in order to enable them adapt management practices needed for good governance

He concluded his presentation by making recommendations on the need for Public Service reforms in appointments, rewards and discipline of public servants, capacity building, good governance and rule of law, social welfare, good leadership and appropriate models.

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Commissioner Nozipho J Mxakkato-Diseko of the South African Public Service Commission in her paper, **The Changing Role and Image of the Public Service in Africa**, underscores the important role the Public Service plays in the development process. This role is undoubtedly defined by the state in Africa and is not different from that defined by developed countries especially after the Second World War reconstruction. Either way, the role and image of the Public Service should be visualized in its capacity and effectiveness to meet the states critical challenges at all times. Unlike in developed countries, however, the redefinition of the role of the Public Service in Africa has not been fundamentally done. Global or external influences of what the state should do have been the hallmark of African Public Services. She further notes that the paths taken by Africa have, therefore, been those of an amalgamation of solutions from former colonial masters without modeling appropriate ones to address the needs and challenges of the African continent. The new public management paradigm was cited as a relevant example of an externally driven model for Africa. She concludes by decrying the absence of a home grown concept of the role of the Public Service appropriate to confront the critical challenges of the continent effectively. She then exhorts the Public Service Commissions in Africa to play a critical role in generating appropriate and best practices, concepts and models in the context of globalization.

## Discussions

During the discussions, the participants noted the two presentations and raised the following issues:

- a) African countries should be encouraged to carry out research in order to develop indigenous models to address the weaknesses in the Public Service.
- b) Public Service policies should be reviewed as often as possible
- c) Public Services should not merely adopt solutions proposed by the development partners. Instead they should have the choice to accept, adjust or reject them depending on local conditions and situations.
- d) With respect to the second paper presented by Commission Nozipho, the workshop noted the dependence syndrome by Africa on external prescriptions without appreciating what is available locally especially in education, economics and even politics. The workshop hoped that the Association of the Public Services Commissions in the making shall address this issue through sensitization of politicians and academicians.
- e) Laxity in policy reviews was noted and inbuilt mechanisms to address this were suggested as a viable solution to it:
- f) Research based policies were noted as being inadequate. Accordingly, it was proposed that the way to go is to undertake research in policy development and to share information.
- g) Research should be strengthened where it exists and be introduced where none exists.

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# Chapter 4

## Service Commissions Reforms for Improved Public Sector Performance

Presenters:

**Mr. Regis Yatsin**

Chairman, Public and Disciplined Forces Service Commission, Mauritius

**Ms. Taboka Nkhwa**

Deputy Director, Public Service Management, Botswana

Session Chair:

**Prof. Patrick J. Muzaale**

Chairman, Public Service Commission, Uganda

The Chairman, Public and Disciplined Forces Service Commission of Mauritius, Mr. Regis Yatsin in his paper, **Public Service Commissions Reforms to Promote Government Responsiveness to the Needs of the People**, establishes the link between the Public Service Commissions as implementers of Government Policies and the citizens as end users of their services. He then urges for continuous reforms and to adopt best practices based on use of current technologies and working towards accessing services to the citizens in an environment of accountability and transparency while making decisions. He takes note of the ever changing environment spurred by education and information technology in the context of complex expectations from citizens necessitating change in Government Policy Objectives which have become equally broad and sophisticated. These changes in themselves have challenged the Public Service hence the need for competent Public Servants has become increasingly critical. Public Service Commissions being at the centre of the human resource function are challenged by the Author to demonstrate their state of preparedness in this regard.

The author then highlighted the legal framework under which the Public Service of Mauritius works and took the delegates through the challenges which faced early reformers. These include the need for continuous review of the basic reforms, increasing levels of work load which in itself can potentially affect the quality of decisions made. He further reflects on the challenges of the limits to transparency and accountability, changing labour market demands and open interpretation of guidelines. He singles out the challenges of capturing and measuring qualities of leadership, moral character and definition of merit to suit the demands of quality human resources needed to address complex responsibilities. In addition, the challenges of the effectiveness of the interview technique in use, value for money and how to ensure attraction and retention of genuine talents in the Public Service are raised.

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Two fundamental roles which should be played by Service Commissions are underscored in the paper. The first duty is to 'ensure that every qualified and suitable' citizen can access public offices on the principle of merit and equality and, secondly, to ensure flow of talents to the Public Service from the country's pool of young talents in terms of helping to promote broader principles of democracy and national interests. Reflecting on the scope of reforms, he observes that this should be done continuously and gradually avoiding haste, pressure or undertaking them as a fad. He calls for the tapping into the opportunities proffered by technology to facilitate processing, and save time. He classifies reforms in to two broad categories i.e. Administrative and Structural, the former being much easier to implement.

In conclusion, he asks whether the Public Service is good enough to attract and retain young talents and laments the absence of a culture of systematic Human Resource Development. He advocates that a robust spirit of Public Service should be cultivated that attracts and retains young talents.

Ms Taboka Nkhwa presented a paper entitled **Creating a World Class Public Service**. She said that in its Long Term Vision, Botswana aspires to be a prosperous, productive and innovative nation. As a strategy for **Creating a World Class Public Service** a number of performance improvement reforms have been successfully implemented and others are at different levels of implementation.

These include;

- a) Decentralization of the implementation of Public Service human resource policies and functions to Ministries. This entails all positions below the senior public service, that is, Deputy Head of Department. However, the power to appoint into and manage executive positions that is Heads of Departments, Deputy Permanent Secretaries and Permanent Secretaries is vested in the Head of the Public Service.
- b) Business Process Re-engineering and setting performance standards. This started in March, 2006 and to date one hundred and ninety-three processes have been re-engineered and an average improvement rate of approximately 60% has been achieved in service delivery.. Application for traveling passport has been reduced from three months to 5 days; Registration for Companies by the Registrar of Companies has been reduced from 30 days to 10 days etc.
- c) Talent Management. This is defined as the best in a group of performers, separated by ability to adjust, be creative and innovative in the delivery of results and resourcefulness under difficult challenging circumstance. Attracting and retaining talent has been one of the challenges negatively affecting the implementation of projects in the public service. Some of the initiatives introduced as a way of improving the management of talent in the public service include the establishment of assessment and development centres and succession planning.
- d) Human Capital Readiness for the Public Service. Lack of the required capacity, skills and competencies to implement planned project has been identified as a major challenge and impediment in the drive for improved service delivery. Consequently capacity building

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has become a priority for the Public Service in order to strategically direct and coordinate efforts and investment in training and development.

- e) Public Service performance and reporting. Accountability for performance and presentation of tangible progress in the delivery of Public Services is closely monitored through a structured process of performance reports and performance reviews at three distinct levels - Cabinet, Head of Public Service and Ministry level.

## **Discussion and recommendations**

- (a) During the discussions it was noted that reforms should not be implemented for the sake of being so and that reforms should be undertaken only when they promote organizational institutional efficiency and not weaken the fundamental principles on which Service Commissions should operate.
- (b) That although a number of reforms had been made in the various Public Sectors in Africa, there was still need to transform the image of the sector that was largely viewed to be bureaucratic and a mere rubber stamp.
- (c) That there was also need to transform the quality of the Public Service leadership to that which can be viewed as role models and servants.
- (d) That customer care in the Public Services is still very poor.
- (e) That there was need to improve the relevance of training programmes that were being run for Public Servants to make them relevant to specific Government Agenda on development .

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# Chapter 5

## Enhancing Efficiency and Effectiveness of the Public Service for Development and Good Governance

Presenters:

**Mrs. Thecla W. Shangali**

Secretary, Public Service Commission, Tanzania

**Princess Dzelisa N. Dlamini**

Commissioner, Civil Service Commission, Swaziland

Session Chair:

**Prof. Patrick J. Muzaale**

Chairman, Public Service Commission, Uganda

In her paper **Improvement of the Efficiency and Effectiveness of the Public Service as an Essential Component of Development Efforts: An Overview of the Tanzania Experience**, Mrs. Thecla W. Shangali, points out the concept of efficiency and effectiveness as increasingly becoming popular in the Public Sector and associated with various reforms being undertaken. She notes that for efficient and effective Public Services, there is need for a continuous improvement of service, data management, team work, enhancing employee skills, use of appropriate technology and strategic planning. These qualities would spur the Public Service to success through competitive advantage by providing higher quality service and thus act as a catalyst to change and development.

She posits that in Tanzania, the changing role of the Public Sector necessitated the Government to re-visit the fundamental role of the state and the Public Sector in order to increase on the efficiency and effectiveness of service delivery, boost the morale of employees and uplift their standards of living. This has been achieved by the inception of a Civil Service Reform Programme with a number of initiatives comprising, redefining the role and functions of the Government, restructuring within Ministries, re-focusing Government financial and human resources to clearly identified core functions and services, creation of Executive Agencies, contracting out non-core services, downsizing and progressive enhancement of salary levels. These interventions have led to an increase in public revenue collection, reduction in the wage bill, macro-economic stability, increased productivity and higher economic growth.

The presentation shows how other Public Service reform areas being implemented such as the introduction of the Performance Management Systems and a Performance Improvement fund which enabled Ministries, Departments and Agencies to access additional financial resources. Re-engineering of Public Service Human Resource Management Practices to promote more decentralized

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decision making, continuous improvement in the average remuneration of Public Servants and establishment of Tanzania Public Service Commission, whose mandate is to monitor compliance and evaluate the performance of the different institutions as well as the officials running these institutions. The author observes that other crosscutting Reforms and Sector Development Programmes have been put into place and lesson learnt show that there is need to harmonize interventions across Reform Programmes for easy and more successful implementation.

From the lessons learnt from the first phase, Tanzania formulated the Second phase of the Reforms. The new phase aims at significantly sustaining efficiency and effectiveness in service delivery across the entire public service. It is, therefore, expected that it will lead to reduced bureaucracy and red tape, improved systems and structures, thus, enhancing access and efficiency of service delivery.

The presentation acknowledges the success in the Public Service Reforms in Tanzania but also notes that challenges and prospects still exist and some of these include; lack of well founded and clearly defined visions and missions; poor leadership and job design that are not backed by clear job descriptions, compensations and benefits; lack of succession plans; manual and bureaucratic service delivery; overstretched facilities and lack of working tools; leaders and senior officials in the Public Sector operating in political webs. To overcome these challenges, she points out the need for; leadership development initiative, capacity building, sound financial management and value for money, human resource management systems and practices for efficient service delivery in addition to making critical innovations. Lastly, there is need to enhance the capacity of Public Service Commission and other Service Commissions, Ministries and Associations responsible for promoting efficiency.

Princess Dzelisa of the Civil Service Commission of Swaziland, in her paper, **Improvement of the Efficiency and Effectiveness of the Public Service as an Essential Component of Development Efforts: The Case of Swaziland Public Service**, critically examines the role of the Civil Service Commission (CSC) of Swaziland and other Service Commissions in her country. She locates the role in the Constitutional mandate bestowed on the CSC to improve the efficiency and effectiveness of the Swaziland Public Service as the engine of development.

The presentation observes that, under the concept of Reversible Sovereignty, the status of civil society as an institution, has been upped to demand better services. She notes that being the institution responsible for sourcing competent personnel for the above institutions, the Civil Service Commission plays a critical role in improving Public Service delivery. The following service delivery improvement Initiatives were particularly highlighted in the presentation.

- a) Development of customer Service attitudes through training of frontline service providers.
- b) Institution of robust performance management system.
- c) Introduction of measures in support of public service ethics and accountability such as client charters, anti-corruption strategy and others.

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- d) Capacity building through training and other measures to improve skills, knowledge and attitudes.
  - e) Adoption of information and communication technology to networking, team building and performance management needs.
  - f) Alternative service delivery to reduce on identified areas where Government involvement needs to be cut back and up public/private sector, NGO and individual Involvement.

The paper concludes by exhorting the Swaziland Government and all other public institutions in her country to support Government initiative as the engine for improved efficiency, and effectiveness and good governance in national development strategies.

## Discussions

Based on these presentations the participants made the following comments;

- a) Public Services should consider investing in training to address attitude problems.
- b) Concern was expressed on the roles the beneficiaries have to play in the reform process. It was suggested that Public Services should consult the beneficiaries before reforms are made to help in acceptability and also feedback mechanism should be put in place to access successes or failures.
- c) Because of the poor compensations for most of the public servants in Africa and unattractive conditions in the rural area, the delegates were of the view that incentives should be put in place to encourage Public Servants to work in rural areas.
- d) Public Service Reforms should address the problem of poor customer care and low ethical standards of Public Officers.
- e) Rewards for Public Officers should not only be in monetary terms but can also be expressed in non monetary incentives such as certificates, letters of appreciation and promotion.
- f) The involvement of politicians and the community would spur good feed back.

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# Chapter 6

## Managing Human Resources for Improved Performance of the Public Service

Presenters:

**Mr. Morimunu Kavitjene**

Under Secretary, Public Service Commission, Namibia

**Mr. E.A. Lubembe**

Programme Director, Public Service Reform and Development Secretariat  
Kenya

**Dr. John-Mary Kauzya**

Chief of Governance and Administration Branch

Division of Public Administration and Development Management

Department of Economic and Social Affairs, United Nations, New York

Session Chair:

**Hajji Badru Lubega-Wagwa**

Chairman, Education Service Commission, Uganda

The Under Secretary of the Public Service Commission of Namibia, Mr. Morimunu Kavitjene in his paper titled **Human Resource Functions in the Public Service: Recruitment, Training, Discipline and Improving Productivity and Effectiveness**, notes that the establishment, composition and functions of the Public Service Commission of Namibia is embedded in the legal framework as defined by the Constitution and the Public Service Commission Act of 1990.

The presentation outlined the human resource functions in the Public Service of Namibia, noting that the Namibian Public Service Recruitment Policy aims at the promotion of the image as well as satisfaction of the status quo and future human resource needs of the Public Service and is guided by the Public Service Act. Recruitment in Namibia, therefore, takes the path of advertisement either in house or outside in accordance with the Public Service Rules. This is planned to accord the recruitment process sufficient time and effort. It is also guided by affirmative action to achieve a balanced and structured Public Service which mirrors the diversity of the Namibia population. This also insulates the Public Service against abusing the principles of fairness and transparency. He makes reference to the on going South African Capacity Initiative (SACI) project supported by the UNDP which has enabled the Public Service of Namibia to reflect on its current recruitment practice and propose interventions to shorten the process.

To emphasize the element of effectiveness he addresses his audience to the need for coherent and coordinated policies. The author cites the incentives and benefits the Namibian Public Service

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has for its Public Servants as an impetus to attract and retain talents. Reference is equally made to the booklet issued out to new Public Servants as a guide to them about the Public Service on entrance. This is complimented by creation of awareness about the Code of Conduct, the Public Service Charter and other Customer Service Charters which are tools to guide the new entrants about expected behavior individually and collectively. From the Human Resource Development perspective, the presentation notes that there is a Training Policy in place in Namibia to guide all people related training investments based on the principle that human beings are the locus and vehicle for service delivery. He further notes that the Namibian Public Service has a performance management system which is anchored on the principle of Strategic planning and equally enjoys an organic relationship with the Namibia Institute for Public Administration and Management to address the human resource development challenges ranged against the Public Sector.

Mr. Kavitiene concludes that the Namibian Public Service strives through policy initiatives and recruitment drive, strategic planning and management training and disciplinary procedures to inculcate Public Servants with an attitude of being innovative and responsive to the career demands without sacrificing professional integrity.

Discussions about gender in Namibia are guided by Affirmative Action Act of 1998. A supplementary Circular has been issued requiring Departments/Ministries/Agencies to consider women in top three categories for recruitment provided they are suitable and qualified.

In the second presentation, **Managing Human Resources for Improved Performance**, Mr. E.A Lubembe, shares with participants the efforts being made by his country to reform the Public Service. He observes that the Reform is premised on the Economic Recovery Strategy for Wealth and Employment Creation (ERS). Because the Public Service is the key in the implementation of the strategy, the Kenyan Government proposed wide ranging reforms in the Public Sector to lift it to the challenge. Three strategies of ; cost containment of the Public Service, creation of leaner, more efficient, effective and responsive Public Service and Institutionalization of Results Based Management were developed. These strategies addressed; performance appraisal systems, enhancing structured stakeholder engagement, public financial management, governance, justice, law and order and structural reforms. The presentation demonstrates that the Human Resource aspects of the Reform were given a visible role to address challenges faced by the Public Service at the Personnel levels because implementation of Government policies requires professional, ethical, motivated and competent results oriented Public Service founded on modernized Human Resource Management. In view of this, the Kenyan Government has embarked on a comprehensive Human Resource Reform Strategy to bring together most of the human resource management function and strengthen and modernize it to ensure the Public Service is able to deliver targeted results to Kenyans.

The primary objective of this strategy, is to provide a clear direction for the management of Human Resources in the Public Service to deliver efficient, effective and ethical services. Other specific objectives include; facilitating Results Based Management and linking Human Resources

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Management to National Priorities, integrating Human Resource Planning, Recruitment, Placement, Development, Performance Management, Pay and Incentives, Separation and Succession Management. The paper further highlights the three main thematic areas of the Strategy namely; creating an enabling environment with four sub-themes, modernizations with six sub themes, making it happen which is an implementation plan with sub themes. The presentation then walks the delegates through the process used to validate the above strategies and to solicit input from all the relevant stakeholders. Consequently sub themes were regrouped into the following initiatives, Human Resource Planning, the Institutional Reforms, Public Sector capacity and communication programmes and to institutionalization of the merit based Human Resource Management policies, systems and programmes.

The paper concludes that the Human Resource Management reform strategy is an initiative to overhaul the way Kenya manages its human capital and enhances its ability to facilitate the private sector as the engine of economic growth.

Dr John-Mary Kauzya in his paper, **Strategies for Attracting and Retaining High Quality Staff in the Public Service in Africa**, starts by contextualizing the challenges in Africa from the IMF's and his own view points and concludes that African Public Services have a herculean task on their hands, which can only be addressed by 'competent', 'committed', and 'serious people'. Building institutional and human capacity in the Public Service, the paper notes, is a must for development to occur because they are the epicenter for planning and delivering services.

Drawing from an observation that recruitment and retention of competent personnel in African Public Services is a big challenge, the presentation explores the journey that African Public Services have travelled in the name of reforms and why the reforms have been undertaken. He then, states that there is dire need to restore the 'glory of the Public Service to attract and retain a fair share of the best talent'. The starting point, his presentation contends, is for Public Services in Africa to address the matter from a strategic view point by undertaking an environmental scan guided by critical questions. The paper further counsels on the need for developing and nurturing a cadre of Human Resource Managers in the Public service who are very well grounded and can be engaged as strategic advisers and internal consultants on matters of reform especially as they relate to human resource management. The paper clearly highlights the key challenges which the Public Services in Africa are grappling with. They include, the need to increase the pool of talents in the environment, beating the competition from the private sector, blocking head-hunters from taking the best employees, repairing the eroded image of the Public Service to attract the best, making Public Service jobs more challenging and satisfying, uplifting and increasing the skills of current employees, withstanding the political pressure and recruiting only the best performers, overcoming the budget constraints and providing attractive remuneration. The panacea to the above challenges, according to the presentation, lies in creating strategic linkages between Human Resource Managers in the Public Service with suppliers of identified and required talents in order to develop and attract them through systematic human resource planning and development.

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Dr. Kauzya's presentation further advises that, in order to attract the best talent the Public Service will have to "recreate the values and virtues that are cherished by the Public Service and those who commit themselves to serve". This can be done by rebuilding public trust in the public service, recruiting the best graduates from universities and tertiary institutions into the public service, and building a pay system which is fair. Other strategies that Dr. Kauzya mentioned in his presentation include provision of opportunities for Public Servants to access learning in a learning organization, providing equity in employment, ensuring an inclusive workplace especially in terms of disadvantaged groups. He further spoke of the kind of critical talents/skills capacities which the African Public Services should seek to harness and nurture namely, strong and committed leaders, policy advisers, Human Resource Management Professionals, among others. These professionals, however, can only operate effectively if the necessary institutional, systemic and structural frameworks are in place, Dr. Kauzya stressed. Exploring the field of Human Resource capacity development, he advocates for the holistic approach premised on local realities of each Public Service, which should embrace a long term strategy and a credible and coherent institutional framework built on a strong foundation of systems, and structures, rules and regulations, procedures and processes, policies and programs. The presentation then, makes suggestions which can help in the Human Resource Development effort and these include:

- a) Having clearly elaborate human resource development strategies and plans,
- b) Ensuring a philosophy and practice of developing the Public Service as a learning organization,
- c) Building and utilizing high quality training institutions including Universities that are linked with the Public Service,
- d) Emphasizing various human resource development approaches other than classroom training including coaching, teamwork, attachments etc,
- e) Ensuring that training is not dedicated to only building the capacity of individuals but rather the entire organization (in this case the Public Service),
- f) Bearing in mind that trained individuals to work in poor organizations is one of the most de-motivating factors in the Public Service which contributes to pushing talent out of the Service.

## Discussion and Recommendations

In discussing the three presentations, participants made the following comments and recommendations:

- a) Public Sector Reforms should put in place ways of changing the attitude and behaviour of Public Servants.
- b) The issue of Gender mainstreaming and affirmative action for disadvantaged should also be taken into account in the Public Sector Human Resource policies.
- c) Mechanisms should also be put in place for the citizens to give feedback on the quality of the service they are receiving.
- d) Adequate budgets have to be put in place in order to finance the reforms.

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- e) The Workshop sought answers on how the Public Service should respond effectively to the electoral processes in Africa to ensure good leaders emerge to spur development. It was, however, noted that managing elections in Africa is a process which has an inter-play of politics and other forces external to the Public Service and hence the need to look at the problem in a wider perspective.
  - f) Protection of Public Servants against political influence was raised as a matter of concern. However, it was noted that this can best be done in an institutionalized and operational system which is respected. If none exists this should be created and respected as well.
  - g) The issue of paying lip service to improved pay to Public Servants was placed on the table for discussion. However, it was explained that this needs to be approached strategically.
  - h) The question of competence and experience building vis-à-vis the out turn of many graduates from higher institutions of learning creating high unemployment levels and the dilemma of how to choose the best without a national standard was raised. Hands on experience, through coaching by effective and credible seniors/ supervisors were suggested as a panacea. Furthermore, it was suggested that a system be developed on what the Public Service needs are and its expectations from universities- i.e. a choice has to be made whether to recruit professionals or generalists. It was also felt that there should be deliberate efforts to make the Public Service an employer of first and not last resort by making it more attractive through a plethora of strategic interventions.
  - i) The need and mechanism for creating linkages between training institutes and the Public Service was noted. This, it was counseled, should be done through creation of standards and collaborative measures.
  - j) The challenge of HIV/AIDS which is depleting the stock of experienced and competent personnel should be placed in the wider context of each country's response to the pandemic but overall it was suggested, efforts should start at policy and strategic levels of each Country. The starting point for the Public Service, however, should be sensitization and institution of HIV/AIDS workplace policies.
  - k) The challenge of poor economic growth in the context of the desire to attract and retain high fliers was discussed and it was stressed that the problem was not really about poor pay perse but about the need and commitment to design pay strategy which can give Public Servants hope and not desperation.
  - l) Delegates observed that addressing the problem of brain drain requires a strategic approach through the improvement of the governance environment.
  - m) The influx of professionals to politics was noted as a concern but also as a matter of human rights.

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# Chapter 7

## **Application of Private Sector Best Practices in the Public Service**

**Presenter:** **Mr. Richard E. Ndubai**  
Secretary, Performance Contracts Steering Committee  
Ministry of State for Public Service, Kenya

**Session Chair:** **Hajji Badru Lubega-Wagwa**  
Chairman, Education Service Commission, Uganda

In a paper titled: **Applicability of Private Sector Best Practices in the Management of the Public Service**, Mr. Richard E. Ndubai, explores the path the Kenyan Government has taken to address the poor performance of the Kenyan Public Service. He noted that privatisation and restructuring policy instruments were, first attempted, but these produced disappointing results until the advent of ownership of public investments through Initial Public Offers (IPO's). In view of this, the Government of Kenya, embraced the privatization of the Public Sector style of management through performance contracting which produced improved performance without changing ownership of public assets.

The presentation notes that this was guided by a number of objectives which included, among others, creation of competitive advantage by adopting best international practices in Public Service management, harnessing leadership capabilities within and without the Public Service, creating a leadership pool which allowed vision, strategy, goals and values being adopted as the campus for corporate action and behavior, improvement of service delivery to the public through top management accountability, improvement of efficiency levels to ensure that public resources are focused on attainment of key national policy priorities, measuring and evaluating performance, relating reward to measurable performance and ensuring that the culture of accountability runs through all levels of the Government.

The presentation further contends that oversight institutions were left to focus on outputs and outcomes of management processes not on the processes themselves. He then, defines Performance contracts as "freely negotiated performance agreements between government acting as the owner of an agency and the management of the agency". The key components being the definition of responsibilities and expectations between the parties to achieve agreed outputs, tasks to be discharged in an organized and defined manner and defining objectives, monitoring and control methods, among others.

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This has been done in a defined legal framework drawing on the principle of public/private partnership whereby the latter have been “heavily” represented in their implementation right from negotiation, to implementation and evaluation of the performance of all Ministries/Departments and other Government Agencies.

The presentation observes that Citizen Service Delivery Charters have become the norm across Government Departments implementing performance contracts.

The presentation, armed with vital statistics, demonstrates how poorly performing public institutions have been turned around to the path of profitability. He then, draws the lessons of experience learnt from this service delivery trajectory by the Kenya Public Service which include the following:

- a) Acceptance and success of performance contracts being dependent on the will and support at the highest political and bureaucratic levels;
- b) The support of the public and other key stakeholders, such as trade unions is also critical in the long term;
- c) A high level institutional framework to coordinate the process is required;
- d) The need to induct and sensitize all key players being critical;
- e) The process is more readily accepted when internally driven, not imposed as a donor conditionality;
- f) Strong and workable performance contracts should be founded on strategic plans;
- g) Evaluation should include continuous dialogue to minimize disputes;
- h) Feedback on quarterly performance reports being crucial;
- i) Transfer of key personnel in the middle of the contract year causes temporary disruption;
- j) Cascading of the performance contracts process to all levels must be ensured;
- k) Performance targets must be linked not only to national planning instruments but also to budgetary resources;
- l) Involvement of outside experts gives objectivity and credibility to both development of targets and evaluation results;
- m) Service Delivery Charter is of particular importance because it addresses the customer value proposition directly;
- n) Performance contracts introduce competition in government agencies compelling the agencies to develop work plans to achieve targets;
- o) Need for clear definition of mandates and autonomies between Ministries and Agencies under them to avoid micro-management of the Agencies;
- p) Capacity to achieve negotiated targets calls for competitive recruitment at the top and all management levels.

The presentation concludes by noting the following challenges in performance contracting.

- a) Absence of a universal law to entrench the culture of performance;
- b) Mergers/splits of Ministries;
- c) Mid-stream transfers of key personnel;

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- d) How to bring other arms of Government- the Legislature and the Judiciary on board;
  - e) Approval of a clear system of incentives and sanctions;

## **Discussion**

The discussion of this paper centred on four issues related to: first, on autonomy and how much should be ceded without creating room for conflict, second, on applicability of performance contracts in Africa probably in a simplified version for them to work in the Public Service. Third, the issue of how to apply rewards to measure performance in the context of fixed pay salary scales. Finally, the discussion raised the issue of composition of Evaluation Committees in a diversified work environment. It was noted that the model of performance contracts should be agreed upon and should be simple enough for application to the African realities. On the other hand, autonomy can be ceded to managers for them to manage and at operational levels to create room for flexibility and creativity. A mechanism to reward performance can be worked out as illustrated by examples from Asia.

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# Chapter 8

## Public Private Sector Competition: Staffing Challenges for the Public Service

Presenters: **Mr. Mike K. Gabah**  
Secretary, Federal Civil Service Commission, Ghana  
**Mr. Jimmy R. Lwamafa**  
Permanent Secretary, Ministry of Public Service, Uganda

Session Chair: **Hajji Badru Lubega-Wagwa**  
Chairman, Education Service Commission, Uganda

In his paper, **Competition or Partnership between the Public and Private Sectors: Issues of Staff Retention in Ghana**, Mr. Gabah notes that the recruitment, utilization and retention of human resources by organizations, both in the public and the private sectors, have long been recognized as key to organizational success. He observes that staff retention is, a process that ensures that employees are kept with the organization to prevent the loss of competent staff, which would otherwise have adverse effects on service delivery. This is because a great deal of time and money is invested in the recruitment, training and development of the worker that every effort should be made to contain their attrition and turn-over, especially of those who have scarce/critical skills and exposure. He notes that it is cheaper for organizations to look after people that they have, rather than continually shop for new people.

The presenter states that the private sector is defined as that part of a nation's economy which is not controlled by the Government or the State and has, since the 1980's been collaborating very closely with the Ghana Public Service in the national development. Successive government policies were cited to illustrate the private-public sector partnership. For example the Ghana Vision 2020 of the 1990's, aimed at reducing poverty and attaining the status and standard of living of a middle-income country by the year 2020, the private sector being the "the engine of growth", and the Public Sector generally playing a facilitating role. Currently the Ghana Poverty Reduction Strategy (GPRS II) also recognizes such partnerships

Mr. Gabah notes that brain drain is very serious in most sectors of the economy. He uses case status in the health, education and other public service organization to illustrate that. A number of factors have been identified in this regard. The challenges posed by current trends in staff retention in both the Private and Public sectors require every attention by all stakeholders, including the private sector and international community, the presenter notes.

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The paper also points out the Poverty Reduction Strategy that envisages the development of the human resources of the country as one of the three key pillars with the objective being to ensure that the country has the requisite number and quality of persons to provide critical services and ensure the well-being of the citizens to attain socio-economic goals of the country. He suggests that the following among other measures and policy interventions should be instituted to address the challenges. Ensuring that recruitment criteria places emphasis on the hiring of employees on the basis of qualification and merit, Institution of a performance monitoring and appraisal system, institution of a system/culture that offers employees a degree of autonomy, independence and discretion to make decisions, policies that target personal characteristics, such as age, education etc., and to take into account the provision of monetary as well as non-monetary incentives,

In the paper, **Private-Public Sector Competition: Staffing Challenges for the Public Service**, Mr. Lwamafa examines the human resources management processes in the Uganda Public Service, particularly its strengths and weaknesses in relation to attractions and retention of staff. He adopts a comparative approach in his analysis of the public/private sector dichotomy in Human Resource Management. He makes recommendations for change and transformation, with specific reference to the role of the Public Service Commissions and the Ministries responsible for the Public Service.

The paper begins by highlighting the importance of Human Resources to an organization's survival in the implementation of policies, service delivery and production. He outlines the factors responsible for attracting staff in an organization which include; a good working environment, effective systems and processes and opportunities for growth.

The presentation perceives the Public Sector as; a big employer with the mandate to deliver services characterized with rigid rules and regulations focused on quantity and quality, reliability and dependability and with an expectation to continuously reform. The staffs in the Public Service expect a life long career, opportunities for career growth and development and meaningful pension upon retirement, he notes.

He outlines the recruitment and selection process in the Uganda Public Service as embodying the following; all vacant positions are advertised, selection is based mainly on oral interviews, aptitude tests and written examinations. He further points out some of the weaknesses of the system which include; advertisements being inadequate in announcing jobs and interviews having the possibility of being subjective. In comparison, he notes that the Private Sector relies mainly on consultants to do selection and head hunting for prospective employees.

The Presentation then points out the following challenges in the recruitment and retention of staff in the Public Service:

- a) Attracting and retaining highly specialized and marketable staff.
- b) Inadequate/ poor pay remuneration resulting in moonlighting and absenteeism.
- c) High rate of unemployment in the country making the Appointing Authorities to be overwhelmed with applicants during recruitment and appeals during such exercise.

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- d) Brain drain resulting in the loss of skilled labour and problems of Human Resource Planning and high costs of consultants.
  - e) Brain in the drain, a tendency for professional staff with specialized skills to do management and administration work. This results in mismatch of skills and jobs and failure to unlock potential of public officers and lack of career progression opportunities.
  - f) Weak personnel data and information system that causes inability to obtain relevant data and information, delays in decision making, frustration of clients and loss of trust in the organization.

The presentation makes recommendations to address the staffing challenges in the Public Service which include; promotion of professionalism in recruitment, maintaining of effective staffing systems, and use of competence based selection instruments and capacity building in their use. The Service Commissions on the other hand should be encouraged and empowered to deliver services and their capacities enhanced.

He also recommends Introduction of Human Resource Information Management systems, making succession plans, improving pay, facilitating public-private sector partnership, encouragement, recognition and reward of high performance.

In conclusion, Mr. Lwamafa asserts that the changing political, economic, social and technological environment demands for a dynamic Public Service that is responsive to the development needs of a nation. Effective human resource practices go a long way in transforming the Public Service in this direction and Human Resource policies and systems must, therefore, be kept relevant to pertaining circumstances.

## **Discussion and Recommendations**

During the discussions, participants made comments and offered recommendations which included the following:

- a) That all African countries should provide text books in Public Administration institutions for quality research to take place.
- b) On the issue of brain drain it was suggested that networking among Governments could be done to enable recipient countries to repatriate part of the incomes of expatriates.
- c) Massive research on the situation should be conducted to come up with strategies on how to handle the problem of brain drain.
- d) Adequate compensation should be used as a lever to retain talents within respective countries.
- e) Brain drain in Africa should not only be looked at in the context of staff loss. Benefits such as, the funds such persons transfer back to their countries also need to be taken into account.
- f) There was need for prompt and regular review of staff rules and regulations in the public service.
- g) Mechanisms also should be put in place for staff motivation and recognition of excellent performers.

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# Chapter 9

## Enhancing the Performance of the Public Service in a Tight Fiscal Environment

Presenters: **Ms. Ann Chafe**  
Commissioner, Public Service Commission, Canada  
**Mrs. S. Mutasa**  
General Manager, Public Service Commission, Zimbabwe

Session Chair: **Hajji Badru Lubega-Wagwa**  
Chairman, Education Service Commission, Uganda

In her introduction of the paper **Enhancing the Performance of the Public Service in a Tight Fiscal Environment**, Ms. Ann Chafe enumerated the following requirements for the best people to work for the Public Service more than the academic achievements and in possession of relevant transferable skills and some past work experience. She noted that in Canada while undertaking selections they are mindful of the need for national representation.

In the fundamental necessities of surviving tight fiscal times, she emphasised that the Public Service of Canada, first and foremost, elects leaders who have commitment to the advancement of the nation. Funds available are spent in the best interest of the nation on balanced and reasonable expenditures and spending is monitored to avoid excessive spending in any one area.

This principle is insulated by the Canadian Public Service which ensures a fair recruitment and retention scheme and that the best suited people are hired who are then availed with fair and just terms and conditions of employment and fair compensation. The administration ensures a reliable staff compensation practice with reasonable benefits. She advises against some practices which may affect staff performance and these include cuts/reductions on compensations, removal of benefits, staff lay-offs and constant increases in the work load. She argues that although these practices save money they do not enhance performance. The author argues that the Canadian Public Service has been able to institute and ensure accountability and transparency at the most senior level. It has also reviewed its spending proportionate to the country's most crucial needs like education, health care, transport infrastructure as opposed to political greed and military expenditure.

She concludes that for the Public Service to remain competitive in a tight fiscal environment, it must endeavour, first and foremost, to employ the most competent people and endeavour, to make them realize that it is not all about the money. Employees should be able to have fulfillment

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and a sense of belonging in their work for which they should be empowered. In addition, the Public Service should empower its sectors to recruit, provide upgrade of skills for employees and recognize their contributions. These will in turn lead to increased recruitment, high retention rate and increased productivity.

In her paper, **Effects of Inadequate Financial and Material Resources on the Effectiveness of Service Delivery**, Mrs. S. Mutasa, highlights the adverse effect of limited financial and material resources on service delivery and how to address them. She notes that, the Public Service the world over, as the gateway for service delivery on behalf of Governments to citizens, have to master the four principles of availability, accessibility, acceptability and affordability to efficiently and effectively deliver the required services.

She notes that financial and material resources at the disposal of Governments to deliver Public Services were, however, inelastic. This, she notes, impacts adversely on the ability for Public Services to attract and retain competent and professional personnel. It compromises the provision of affordable and acceptable services, affects the quality of service provision and because of run away costs, makes it difficult to deliver affordable services to the public. She notes further that, access to services in the context of limited financial and material resources in a decentralized administrative regime has become constrained and underscores the need for provision of services accepted by intended beneficiaries although; this has not been the case due to inadequate consultations imposed by limited resources. She argues that some projects are never completed within agreed time frames due to limitations of financial and material resources. She then stresses the need to bring on board non state actors through public-private partnerships and involvement of non government organizations in the development agenda as a panacea. Continuous monitoring and evaluation, strengthening public sector oversight institutions, skills development and improvement of conditions of service for public officials, putting in place robust performance management systems, use of information technology and networking were proposed as viable strategies to overcome the challenges highlighted. She concludes by recommending the modernization of Public Services as a gateway for excellent service delivery.

## Discussions

During the discussion the following comments and recommendations were made;

- a) Concerns were raised on how the Public Service can manage to recruit and retain talents when compensation is poor?
- b) Concerns were raised on the delegation of recruitment powers, stating that this could be an avenue for abuse and hence the need for checks and balances being put in place such as trainings, evaluations, although this is not fool proof.
- c) It was suggested that compensation should be close to that offered by the Private Sector but limiting excessive spending in one area and spending equitably.
- d) The process of disciplining staff should depend on Countries' Rules and procedures.

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# Chapter 10

## Use of ICT for Improved Performance

**Presenters:** **Mr. Austen Mweemba**  
Chairman, Public Service Commission, Zambia  
**Mr. A. Siambi**  
Deputy Chairman, Public Service commission of Kenya

**Session Chair:** **Prof. George B. Kirya**  
Chairman, Health Service Commission, Uganda

In the paper, entitled **Technological Challenges that need to be Addressed- How to Harness the Benefits While Coping With Threats of the Rapidly Changing Technology** Mr. Austen Mweemba, shared with the participants the efforts made by the Zambian Government to encourage the use of ICT in the Public Sector to address Technological challenges to harness the benefits while coping with the threats of the rapidly changing technology

He began by outlining the focus of the Public Service Reform programme in the country which include: improving public expenditure management and strengthening financial accountability; improving management systems to enhance public service delivery; and empowering local authorities to participate in formulating and implementing development programs.

The Zambian Government, he pointed out, seeks access to information technologies that impact national development by; increasing operational efficiency, enabling improved service delivery and creating a knowledge-based society.

Among the benefits of ICT which the paper outlines are; enhancement of e-Government readiness, and improvement of communications within the public administration. The direct benefits to the citizens are; delivery of cost-effective and speedier public services, improved transparency and accountability, increased citizen participation in the political process and better access to information and knowledge.

The paper asserts further that e-government readiness is directly related to national incomes. For Zambia, the Government has demonstrated its commitment to embracing ICTs through the following examples: development of a national ICT policy, development of public national websites, implementation of the Integrated Financial Management Information System (IFMIS) project and implementation of an optical fibre network providing metropolitan connectivity within selected

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cities and connectivity to several towns. He also outlined other initiatives aimed at improving the access to and quality of IT Services in the Country.

The paper further advises that there was no standard solution to achieving e-governance. Individual Governments therefore must develop their own solutions taking on board lessons learnt from others. However, it is important that, regardless of the present level of economic and human capital development, African countries need to cross the digital divide”.

Among the challenges the paper discusses are:

- a) Investments in ICTs have typically been in urban areas where there is greater income, education and skills. Rural areas on the other hand are associated with lower standard of living, lesser education and lower incomes and appear unattractive for private investment. Access to ICTs (i.e. telephone, Internet, TV and radio) is still very costly more so in the rural areas. There is need to set up information centers to dispense relevant information in a manner that would be easily understood. Generally, there was low literacy rates (particularly in rural areas) and lack of technical skills in emerging technologies.
- b) Lack of awareness of benefits to be obtained from meaningful use of the Internet due to its low penetration.
- c) There was limited or no connectivity in rural areas (many rural communities still do not have access to electricity, mobile telephony and fixed telephone lines. Where these are available, the penetration is very low owing to the prohibitive costs)
- d) Effective use of ICTs in public administration is not widespread and the majority of government processes are semi-automated or manual and not integrated. The first national ICT Bill is expected to be tabled in Parliament this year.
- e) The content on the Zambian national websites is in English. Because of the low literacy levels, many communities are unable to use this content effectively. The content of the national web sites is to a large extent not targeted at rural communities. This is also true for some urban areas in the country.
- f) The poor and disadvantaged have little or no access to the new technologies that allow them to voice their feedback on the quality provision of public service.

The presentation makes the conclusion that the use of ICT impacts on Public Administration. Drawing from the example of the Zambian Public Service Commission that is mandated to effect appointments, promotions, retirements, demotions and other movements in the civil service, effective use of ICTs would enable the Public Service Commission to more effectively and efficiently carry out this mandate by improving the communication network, secure storage of and accessibility to civil service information, and free flow of information with the government machinery.

The outstanding issues that need to be addressed as outlined in the presentation are:

- a) Speedy and accurate updates to information on all civil servants require controlled and secure access to data wherever it resides. It is therefore imperative that a national-wide

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- government communications network be implemented to facilitate this access.
  - b) Deployment of ICT tools that would proactively support the work of the PSC by monitoring the key performance areas (for example: undertaking special audits and investigations).
  - c) Continuous development of skills to harness the benefits of emerging technologies.
  - d) Basic ICT skills were required to enable civil servants to use ICTs effectively in their everyday work.
  - e) Service level agreements needs to put in place to ensure ICTs are always available for public administration.
  - f) Adoption of an ICT policy that would determine what technologies are deployed, how and when they are updated and standards to be observed.
  - g) Implementation of information security (as part of the ICT policy) to ensure integrity of and authorized use of government information.

Introducing his paper on the **Introduction of ICT in the Public Service Commission of Kenya for Service Delivery: Experience and Challenges**, Mr. W. Siambi notes that Public Sector organisations the world over are under pressure to deliver quality Public Services and this has called for the adoption of modern technologies. It is for this reason that Information Communication Technology (ICT) is becoming very popular.

He highlights the trend of adoption of ICT in Kenya all the way from using the mainframe computers to the modern world of wireless and mobile technology. Using diagrammatic illustrations, the presentation shows how ICT has remained Kenya's top development agenda in its formulation of the e-Government strategy, which will encompass the entire spectrum of Government operations as a means to enhance transparency, accountability and good governance.

Mr. W. Siambi took participants through the gradual development of ICT in the Kenyan Public Service Commission from the purely manual paper-based operations prior to the year 1997 to the current computerized system which is connected to the World Wide Web. This initiative has been in line with the Public Sector reforms and the e-Government Strategy. In order to optimize the capability of this new system, the Commission undertook training of system users and analysts, developed training manuals to promote skill transfer and also established a computer training laboratory for continues skills upgrading of users.

The benefits the Commission has achieved as a result of the developed ICT system include the reduction in the manpower and time required to conduct recruitment and selection exercise, acquiring of an in-house Information Technology (IT) specialists and enhancement of personalized feedback to and from clients. All these have transformed the way the Commission transacts its business and the way it interacts with its customers and other stakeholders the world over.

Despite its successes, Mr. Siambi observes that the development of the ICT system faced several challenges. First, and foremost, were teething problems encountered during the transition from

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the manual paper-based operations to the automated system, inadequate ICT infrastructure, unauthorized access to the information system, receipt of incomplete information from online users and error due to human interventions, low levels of computer literacy among Commission workers and resistances to change due to uncertainty of the outcomes of the new technology by staff members and online applicants.

In conclusion Mr. Siambi concurs that ICT system is an inevitable resource with a potential to improve efficiency and effectiveness, communication and the overall performance of any organisation. He believes that it is a vehicle through which Public Sector Organisations will be transformed to deliver better service to citizens. He further attributes the successes realized by the Public Service Commission of Kenya to proper planning, commitment by top management, focused leadership, ownership by stakeholder, Government support, use of internal capacity drawn from within government and above all, the use of ICT systems to ease the Commission's work and recommends its adoption by Commissions with similar mandates as the Public Service Commission of Kenya.

## **Discussions and Recommendations**

At the end of the presentations, participants made comments and offered recommendations. Prominent among which was the need to put in place mechanisms, to ensure security of data kept by the Appointing Service Commissions, who by the nature of their work handle sensitive information.

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# Chapter 11

## **Panel Discussion of Factors that Hinder or Enhance the Effective Performance of Service Commissions**

Panelists:

**Mr. Tesfa Michael Tekle**

Federal Civil Service Agency, Ethiopia

**Mr. Gabriel K. Lengoiboni**

Secretary/Chief Executive Officer, Teachers Service Commission, Kenya

**Hon. Henry Kyemba**

Commissioner, Judicial Service Commission, Uganda

**Mr. Matthew Okot-Garimoi**

Deputy Chairman, Education Service Commission, Uganda

Session Chair:

**Prof. George B. Kirya**

Chairman, Health Service Commission, Uganda

In his presentation during the panel discussion Mr. Tesfa Micheal Tekle, using the **Ethiopian Reform Experience** discussed the four thematic reform areas that were suggested for the Federal and Regional Governments of Ethiopia.

The first reform measure is the Expenditure Management and Control (EMC), intended to ensure that all the Federal and Regional Governments are, governed by a comprehensive and legal framework; operate budgetary systems; are accountable, acquire and utilise resources; safeguard and control financial and physical assets and recruit skilled staff. This has been a result of both internal and external problems and among the problems he cited were, lack of integration, poor coordination, lack of funding and internal leadership weaknesses.

The second was human resource reform management whose objectives are to improve effectiveness, efficiency and productivity within the Civil Service. The reforms were made in the area of human resource planning and evaluation, job evaluation and grading, remuneration and condition of service, recruitment, civil service law, grievance systems and procedure and the human resource management information systems.

The third reform was on service delivery and its objective was to promote effectiveness and efficiency of service delivery system at all civil service institutions. This was constituted under five departments

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which included; service delivery, customer complaint handling procedure, integration of related services, service delivery standards directive and the service improvement award system.

The fourth and last reform was that of ethics which was meant to accomplish four objectives namely; safeguarding the use of public property, enable Federal and Regional Governments acquire structures to protect public property, enforce the law using the Police and Judiciary and to empower the media to investigate and report impropriety and corruption cases. The problem the reform had encountered is lack of concerted commitment on the part of implanting institutions.

Mr. Tekle concluded his presentation by indicating that overall, the Civil Service Reform Program could not be regarded as good by any standards because some of the planned programs are far behind schedule. He thus proposed the following courses of action as a way forward;

- a) To give the finance, consultancy and capacity building support leverage to those projects that have not been completed;
- b) Take quick rectification and remedial actions on projects that have been implemented and have encountered problems;
- c) Provide continuous training for reform implementers to ensure sustainability;
- d) Provide extensive and continuous training to the leadership;
- e) Hold leaders accountable;
- f) Create customers awareness to enable them assert their rights;
- g) Strengthening the knowledge and skills of the House of Council of Peoples and Representatives' professional staff and members of parliament to enable them critically evaluate the performance of the Executive Organ and take appropriate corrective measures.

In his presentation, Mr. Lengoiboni enumerated the following factors that enhance the effective performance of Service Commissions.

1. The existence of an effective management structure that consists of Commissioners and Professional Secretariat staff who complement each other in the performance of teacher management
2. Development of management tools that include; strategic plan, Service Code of Conduct, Codes of Regulations and Code of Ethics, Schemes of Service for various cadres of teachers and policy guidelines/manuals.
3. A cost effective, demand-driven policy on teacher recruitment which enhances the distribution, utilization and retention of teachers in educational institutions
4. Introduction of a system of Payment of teachers' salaries through Electronic Funds transfer (EFT) system for teachers with bank accounts and through the Postal Corporation of Kenya for teachers without bank accounts.

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## Factors that Hinder Performance

1. Shortage of teachers dictates the need for more
2. The manual operations of the Commission and this poses a challenge in meeting the standards stipulated in the service Charter
3. Impact of HIV has had a negative effect on the commission's achievements

In his presentation, Hon Kyemba gave background information on the Judicial Service Commission of Uganda and the roles it performs.

He then cited several factors that are hindering or enhancing the effective performance of the Service Commission which include the following.

- a) The budget constraint imposed difficulties in carrying out a proper and standard recruitment process with the result that the Commission only relies on oral interviews which robs the Commission of other criteria of judging the quality of possible candidates to the bench.
- b) The Judicial Service Commission does not have the full mandate to appoint some Judicial Officers like Chief Registrar, Judges, Chief Justice, Deputy Chief Justice, and Principal Judge. It only recommends to the Appointing Authority and has no powers to discipline them.
- c) Sharing information between the Judicial Service Commission and Judiciary due to certain limitations is a big challenge.
- d) The duality of the mandate makes the recruitment process complicated because the Judiciary, Ministry of Public Service and Ministry of Finance all have to make decisions to complete the whole process.
- e) Poor perception of the Judiciary by the Public is a factor hindering effective performance because of the belief that the President appoints Judicial Officers which is not the case.

In citing factors that enhance effective performance of Judicial Service Commission the panelist highlighted the following;

- a) The presence of competent staff that perform their duties effectively.
- b) The Judicial Service Commission being independent thus insulated by the constitution from political interference.
- c) The membership of the Justice, Law and Order Sector(JLOS) has enhanced communication, coordination, monitoring, evaluation and efficiency through harmonization of activities.
- d) The link between the people and the Judiciary by law makes the Judicial Service Commission mandate clear.

In his presentation during the panel discussion Mr. Mathew Okot - Garimoi, drew from the experiences of the Education Service Commission of Uganda.

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He outlined the legal status, composition and functions of the Education Service Commission of Uganda and noted, among other factors, the following which enhances the effective performance of the Education Service Commissions:

- a) Enabling laws which allow the Service Commissions effectively handle their functions. These can be based on the Constitution, Acts of Parliaments, Standing orders, Circulars and Establishment notices.
- b) A well defined Infrastructure for the Service Commission which is composed of adequate, full time Members and Secretariat in order to execute their functions.

The Panelist highlighted the following factors among those that hinder the effective performance of the Service Commissions:

- a) Red tapes and bureaucracy resulting into slow processes of submission of vacancies for filling.
- b) Disciplinary cases which have to go through long winding "due processes" before being disposed off by the Commissions.
- c) Feedback instruments to the applicants has to go through the line Ministry, sometimes not being consummated on time hence creating frustration.

## **Discussions and Recommendations**

At the end of the presentations, participants submitted the following contributions;

- a) There was need to take into consideration the gender affirmative action in the different Public Service Reforms so as to enhance performance.
- b) Participants realized the need to harmonise the civil service laws to the national labour laws to avoid contradiction.
- c) Further, it was necessary to put in place regulatory frameworks to ensure the harmonization of qualifications and standards in the public service.

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# Chapter 12

## Closing Ceremony

The Workshop's closing ceremony was graced by speeches from the AAPAM President who is also the Head of Public Service and Secretary to Cabinet of Uganda, Mr. John Mitala, the Chairman Federal Civil Service Commission, Nigeria, Hon. Amb. A. Al-Gazali and the Minister of State for Public Service of Uganda, Hon. Prisca Mbaguta Sezi.

Mr. John Mitala, in his closing remarks recognised all the members present and informed them that the idea of this workshop was conceived and concretised by only a few people who also mobilised support for its operationalisation. He noted with joy the decisions made by the concerned Commissions/Authorities to form an Association of which even the interim office bearers had been elected. He congratulated those who had been elected and informed them that it was only the beginning and a lot of work lay ahead of them and pledged AAPAM's continuous support as the Association takes shape. He challenged the delegates to always be leaders of virtue wherever they may be serving. He ended his remarks by wishing the delegates deep peace, great prosperity and many happy days of worthy purpose.

In his Vote of Thanks, Hon. Amb. A. Al-Gazali extended his gratitude to the Government and the people of Uganda for the hospitality accorded to the delegates during their stay in Uganda. He was appreciative to the Ugandan Service Commission for organising and hosting such a successful wonderful workshop and requested them to convey their appreciation to CIDA for the financial support and to AAPAM and IPAC for their expertise and professionalism in organising the workshop. He also acknowledged the various groups and individuals who contributed towards the successes of the workshop. He ended his remarks by stating that the objectives of the workshop had been fully achieved and thanked all those that had contributed in form of papers presentations.

Hon. Prisca Mbaguta Sezi, in her closing statement, acknowledged that the workshop had been important as it brought together key persons in Public Service management across Africa to exchange ideas, best practices and innovations that promote good governance. She further noted that for the provision of better quality services there is need for vibrant and competent public service organisation. The Minister also noted that in order to change the image of the public service organisations there is need for a paradigm shift and that the retention of talented people is most crucial. She highlighted some of the issues the commission need to consider for the above to happen and these include; use of competence-based recruitment systems, utilisation of Information Technology and continuous monitoring and evaluation processes, all of which she believed had been discussed during the workshop. She emphasised that the workshop is not enough for suf-

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efficient transfer of skill but should be complemented with other collaborative methods within and across countries. She also acknowledged and associated herself with the initiative taken to form an Association for Public Services Commissions of Africa and pledged her full support. She then thanked CIDA, IPAC, AAPAM for funding, organising and coordinating the workshop activities, the Secretariat of the Service Commissions of Uganda and other offices from the Uganda Government for the enormous efforts towards the success of the workshop, the delegates for attending and the management of Speke Resort Munyonyo for taking good care of the delegates. She concluded by wishing participants a safe journey back home and declared the workshop closed.

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# Annex I

## Workshop Communiqué

WORKSHOP FOR THE AFRICAN PUBLIC SERVICES COMMISSIONS, KAMPALA, UGANDA,  
7 – 11 APRIL 2008

The first ever Workshop for the Public Services Commissions in Africa was held from 7th to 11th April 2008 in Kampala, Uganda. It was attended by delegates from Angola, Botswana, Ethiopia, Ghana, Kenya, Lesotho, Malawi, Mauritius, Namibia, Nigeria, South Africa, Southern Sudan, Swaziland, Tanzania, Uganda, Zambia and Zimbabwe. Delegates comprised of Chairpersons, Deputy Chairpersons, Commissioners and top level Executives in the Public Services Commissions and Ministries of Public Service. In attendance were also delegates from the United Nations Department of Economic and Social Affairs (UNDESA), the East African Community (EAC), the Institute of Public Administration of Canada (IPAC) and the African Association for Public Administration and Management (AAPAM).

The Workshop was opened with statements from the Chairperson of the Public Service Commission of Uganda, Professor Patrick John Muzaale, IPAC Representative, Ms. Regan Mancini, the AAPAM President and also Head of Public Service and Secretary to Cabinet of Uganda, Mr. John Mitala, the Deputy Secretary General (Finance and Administration), of the East African Community, Dr Julius Rotich, and the Chief Guest, the Second Deputy Prime Minister and Minister for Public Service of Uganda, Hon Henry Muganwa Kajura. All speeches underlined the importance of this pioneering Workshop and reaffirmed the commitment of the respective stakeholders to the process as a major means of enhancing and improving Public Service Performance in Africa.

The theme of the Workshop was **Good Governance: The Role of Appointing Commissions**. A wide range of topics relevant to the needs and interests of the Public Services Commissions were discussed under this theme.

The Workshop was intended to contribute to the advancement of the goals of the AAPAM/IPAC Partnership Project which aims at promoting Good Governance in Africa through the strengthening of Public Service Institutions. The major objective of the workshop was to enhance the capacities of Public Service Commissions and other Appointing Authorities in Africa in the performance of their vital functions in managing the Public Service. The Workshop, therefore, provided a forum for exchange and the sharing of knowledge and learning experiences among the top level leadership of the various Appointing Commissions and Authorities in Africa. A draft report of the Workshop was produced and adopted by the delegates.

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During the conference, the delegates agreed and formed an Association to be known as the Association of African Public Services Commissions. They further agreed to sustain the initiatives of the pioneering Workshop by holding similar meetings at least once a year. The interim leadership of the newly formed Association was assigned with the responsibility of organizing future Workshops with the support of African governments and development partners.

In conclusion, the delegates expressed their gratitude to the Uganda Public Service Commission and the Other Appointing Commissions/Authorities in the country for hosting the Workshop; to the Canadian International Development Agency (CIDA) for the financial support given; to AAPAM and IPAC for their initiatives in organizing the Workshop and to UNDESA for the valuable support and facilitation of the Workshop.

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# Annex II

## Speeches

### OPENING CEREMONY

#### **Welcome Remarks by Prof. Patrick J. Muzaale** Chairperson Public Service Commission

I am greatly honoured and privileged to welcome you to this auspicious occasion of marking the opening of the first ever Conference for African Public Service Commissions and other Appointing Commissions/Authorities. This Workshop is organized jointly by African Association for Public Administration and Management and Institute of Public Administration of Canada through the Canadian International Development Agency Fund Project that aims at promoting Good Governance in Africa through the strengthening of the institutions in the Public Service.

I am humbled by the profile of the distinguished guests that have honoured this occasion with their presence. In particular, I would like to recognize and welcome:

The Rt. Hon. Minister of Public Service and 2nd Deputy Prime Minister of Public Service who has accepted and will be opening this Workshop shortly.

The Hon. Minister of State for Public Service, Chairpersons and Members of the various Appointing Commissions/Authorities.

- The President of the African Association for Public Administration and Management, Mr. John Mitala who is also the Head of Public Service and Secretary to Cabinet in Uganda.
- The Secretary General of the East African Community who has also accepted to deliver the key note address.
- The Institute of Public Administration of Canada and the African Association for Public Administration and Management who played a key role in organizing and making sure that the Workshop is held in Kampala - Uganda.
- The Heads of the Civil/Public Services and Permanent Secretaries of various Government ministries.
- Our dear foreign delegates from Africa and beyond as well as distinguished delegates from Uganda who have taken time off from their busy schedules to be with us here today.

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Ladies and Gentlemen, I am confident that the five days we shall be together will provoke your brains in readiness for fostering good governance and enhancing our performance and capacity.

This Workshop brings together African Public Service Commissions and other Appointing Commissions/Authorities that shoulder the responsibility of managing and controlling the Public Service and its functional institutions through recruitment of personnel, setting and enforcing of the rules of behaviour and monitoring standards of performance. Through the discharge of their statutory functions Appointing Commissions and Authorities play a variety of leadership roles in the management of the public sector and in determining the character as well as the quality and effectiveness of performance of the Public Service.

The role of Public Service in Good Governance cannot be overemphasized. As central institutions in society, we spearhead development, ensure social order and act as custodians of Good Governance. In addition we play vital roles in managing society and through service delivery determine to a great extent the quality of life of our citizens.

The objectives of this Workshop, Ladies and Gentlemen, are twofold:

- first, to enhance the capacities of the Public Service Commissions and other statutory Appointing Commissions/ Authorities in the performance of their vital functions in managing the Public Sector .
- secondly, to provide a forum for knowledge exchange and the sharing of learning experiences among top level leadership of the various Appointing Commissions and Authorities.

Our theme for this Workshop “Good Governance: the Role of Public Service Commissions and other Appointing Authorities” is in consonance with one of the objectives of the United Nations, the African Union and the East African Community which call on member states to adhere to the full realization of the Millennium Development Goals. For us in Africa, it is a great milestone and opportunity in our attempts to build stronger alliances between ourselves, CIDA, IPAC and AAPAM. It is indeed a great honour to Uganda to have been chosen to be the host of this first ever African Workshop which is in pursuit of our goal to achieve Good Governance in the public sector.

As Appointing Commissions and Authorities in Africa, we must congratulate ourselves for having moved this very important step ahead in converging here to share experiences and lessons on Good Governance. Africa has tremendous human resource potential which needs to be harnessed, consolidated and continually motivated to achieve greater heights. With the continuous human resource drain from developing to developed countries we must be protected from those countries that pay better. In other words ladies and gentlemen we must put in place better policies and practices aimed at stopping the continuous haemorrhage of the human resource from this continent.

The post conflict environment that most African countries live in today demands even more attention for appropriate planning and crossfertilization of ideas. We are privileged to have amongst

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us reknown researchers, academicians and human resource management experts from Africa and our development partners ready to share with us their lessons and experiences.

Ladies and Gentlemen, this Workshop has come at an appropriate moment when the public sector in Africa is looking for solutions to the problem of managing invaluable resources for optimal development and the task of enhancing and realizing our leadership potential in the public sector. Good Governance is a variable we need in building public confidence. For this reason, Africa must now make use of the opportunity given to it through this Workshop and tap the enormous knowledge, and experiences here assembled.

At the national level, Ladies and Gentlemen, development is highly contingent on the quality of governance. The development of the public service in the context of the political and democratic environment is central to its effectiveness and legitimacy. That means unless we get the governance issues correct, our role as bodies that determine the delivery of services to the public will be frustrated.

Incremental and disjointed growth of the public service with control in the wrong places and with discretion in the wrong places will not help us meet the enormous challenges of this century.

I would like to speak briefly about four key areas that I feel this conference ought to ponder seriously.

One, public service has two essential ingredients that we often overlook. First, that we are providing a service - bestowing a benefit upon our societies (the public). Secondly that the public is the reason we exist and public interest must be well articulated in the execution of our mandate - people must always come first.

Over the past decade or so, major public-sector reforms have been implemented in many western democracies. Most of these changes have been driven by the perceived need to shift from traditional, bureaucratic, rules-oriented approaches to results-centered model. In the Untied States they have been embodied in the so-called "Reinventing Government Movement" and more widely in the model known as "New Public Management". Both approaches have sought to make the public sector more "efficient" and "accountable", even as managerial discretion rises. We may want to draw lessons and localize solutions from these trends.

The public service in many countries does face a "confidence deficit" fueled by well publicized "scandals", ranging from inappropriate actions on the part of public officials, to full-scale corruption. Few, if any, member countries have escaped the taint, if not the reality of wrongdoing. As a result, ethics or standards in public life have become important public and political issues.

I hope this conference can work out pragmatic ways of reducing this deficit and recovering the values of and virtues of public interest, guardianship, integrity, merit, accountability, and truth.

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Two, we also ought to address the need to change the social status and partly the employment security of public officials as a precondition for the re-establishment of traditional public administration values and ethics. Architects of public management reforms should take into account that new public management practices have influence on ethical behaviour and public officials' attitudes. The prevailing emphasis on productivity and effectiveness focuses on outcomes instead of processes, like e.g. developing, implementing and controlling an equal opportunity policy, taking care of relationships between citizens and public officials, disseminating information about a friendly access to public services etc.

Ethical behaviour patterns in public administration support providing of services in accordance with the social justice and the civic society principles. The ethical behaviour of public officials can be saved and developed by:

- Education systems preceding the accession into the public sector, especially in case of civil servant appointments,
- Training and development,
- The acceptance of written regulations and the code of ethics of public administration employees,
- Influence of supervisors and their leadership style.

Three, whenever we talk about ethics, the issue of corruption inevitably comes into play. Corruption has either monetary or non-monetary forms; the latter ones are difficult to substantiate. The most important problems in public service occur first, in immediate contacts between private and public sectors, where the most frequent corruption cases are registered. And second, in areas, where politics meet public administration.

When illegal or unethical applications of governmental or administrative powers arise in favour of personal or political benefits; this means that public concerns are subordinated to private purposes, it takes on a shape of misusing power and happens by counteracting rules of law and ethical behaviour standards, especially counteracting obligations and accountabilities.

Lastly, is the issue of globalization. We need to discuss how the public service of our individual countries can be reformed or rejuvenated so as to meet the challenges of an increasingly demanding national and international environment. Although our core, inherent principles must never change, prudence demands that we take due cognizance of both internal social dynamics as well as global trends so that our institutions have a regular and timely regeneration and rejuvenation to stay relevant. As we tackle issues of training, whatever training we recommend ought to take into account the new challenges we face and the global context in which we operate.

All these are legitimate concerns that I hope the high caliber of delegates at this conference will take issue with and come up with workable solutions and a decent way forward.

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Let me take this opportunity on behalf of the Public Service Commissions and other Appointing Commissions/ Authorities to thank the Government of Canada through the CIDA Fund, IPAC and AAPAM for their role in funding and organizing this Workshop. The Government of Canada has been instrumental in providing technical support to the Ugandan public sector especially in the areas like policy formulation and coordination. It is through such partnerships that officers from Appointing Commissions/Authorities and Government Ministries have benefited from study visits, workshops and exchange programmes which have greatly enhanced their skills and performance in management.

I wish to welcome you to this country and wish you a nice and enjoyable stay in Uganda as well as fruitful deliberations.

### **Statement by Mr. Mitala John**

President, African Association for Public Administration and Management (AAPAM)

- Our Chief Guest this morning, Rt. Hon. Henry Mukanwa Kajura, 2nd Deputy Prime Minister and Minister of Public Service
- Hon. Fraser Moleketi, Minister of Public Service, Republic of South Africa
- Chairpersons and Members of Commissions/Authorities attending this Workshop
- The Secretary General of the East African Community
- Dr. John Mary Kauzya, Chief of Governance and Public Administration Branch, United Nations Department of Economic and Social Affairs (UNDESA)
- The Secretary General, AAPAM
- Representative from IPAC
- Permanent Secretaries
- Ladies and Gentlemen

*"Earth provides enough to satisfy every man's need but not everyman's greed"*

***Mahatma Gandhi.***

*"In a time of Universal deceit telling the truth is a revolutionary act"*

***George Orwell.***

*"Nearly all men can stand adversity, but if you want to test a man's character, give him power."*

***Abraham Lincoln.***

*"The price of greatness is responsibility over each of your thoughts."*

***Sir Winston Churchill.***

On behalf of the African Association for Public Administration and Management [AAPAM] I warmly welcome you to this workshop bringing together the African Service Commissions/Authorities for the first time in the history of our great continent. I call it great because among others, it is our inheritance from God.

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For those who have been to Uganda before, welcome to your second home. For those who are here for the first time, you will be physically meeting your relatives whom you have just been hearing about.

I congratulate the Public Service Commission of Uganda upon having hosted this historical Workshop. It is a historical Workshop because apart from the usual African Union Meetings, for the next few days the entire continent of Africa will be here though in a different form. I thank the sister Appointing Commissions/Authorities in Uganda for their total support to the Public Service Commission in all the preparations.

I thank the Canadian International Development Agency (CIDA) for the support that was channeled through the Institute of Public Administration of Canada [IPAC]. I pay special tribute to IPAC for the unreserved support to AAPAM in all the preparations related to this Workshop. IPAC has been and continues to be a friend of AAPAM. There are many cases to prove this friendship. Nevertheless it suffices to state that when AAPAM was on the blink of death, it was IPAC which continued to support it. I can testify before all of you that AAPAM is now reasonably healthy and continues to look into the future with optimism. As a result of coming back to life AAPAM has been able to argue its case successfully as demonstrated by the support from the Commonwealth Secretariat and the United Nations Department of Economic and Social Affairs (UNDESA) among others. AAPAM is eternally grateful for all that support. Secretary General, AAPAM and your staff, thank you for the role you have ably played in organizing this Workshop.

The Civil/Public Services the world over play a central role in the development of their respective countries because they are the implementing arms of Government not to mention the fact that they are the institutional memory of their respective countries.

As Appointing Commissions/Authorities your role cannot be over-emphasized because within the provisions of the laws and policies of your respective countries you:

- (i) Control the entry so that wrong elements do not enter the service in the first place because if they sneak in, flushing them out may be difficult.
- (ii) Have to resist undue pressures which may undermine the need to put in place an efficient civil/public service for the best service delivery possible especially in the globalised world where the role of government is continuously under scrutiny.
- (iii) Have to stand firm and ensure that those who become a liability to the service in particular and the country in general are made to exist without delay.
- (iv) Do not do anything that would or appear to undermine your credibility and integrity. Once your integrity is doubted no body will have confidence in the service you will have helped to build.
- (v) Have to be prepared to account for your actions and decisions both individually and collectively since this is fundamental to good governance.

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This pioneer Workshop is another brick towards the building of a United Africa especially so when we have already in place a Charter for the Public Service in Africa. To me this is just the first step on a noble journey to which all of us must contribute positively and stand up to be counted. We should not be discouraged by those who may advise us that to go forward in the face of overwhelming odds is to risk failure. I am saying so because risks must be taken since the greatest risk of all is to risk nothing.

Since this is a Workshop for enhancing performance, I appeal to all of you to exchange experiences and any good practices openly. We should not fear simply because of our status. On the contrary we should be encouraged by the words of Socrates as well as the Chinese approach. Socrates advised,

“Improve yourself by others’ experience; so that shall you quickly acquire what others labour long for.”

On the other hand the Chinese have a proverb,

“He who asks may be a fool for five minutes. He who does not is a fool for a life time.”

Before I resume my seat I take this opportunity to extend an invitation to you to this year’s AAPAM Roundtable Conference which is due to take place in Accra Ghana 6th-10th October 2008. Since the Secretary General of AAPAM is here all details can be obtained from him at a minimal cost of only a few minutes.

I wish you fruitful deliberations and may God Bless All of Us.

Thank you.

## **Opening Statement by the Rt. Hon. 2nd Deputy Prime Minister and Minister of Public Service**

- The Minister of State for Public Service,
- The Secretary General of the East African Community,
- The President of the African Association of Public Administration,
- The Chairpersons, Members, Commissioners of Various Public Service Commissions/ Appointing Commissions and Authorities,
- Distinguished Delegates,
- Ladies and Gentlemen,

I would like to take this opportunity to welcome you all to Uganda and in particular this workshop. I wish also to welcome distinguished Delegates from other countries of Africa and beyond.

Today is a very important day in the History of Uganda in that we are privileged to host a forum of this magnitude and nature. A forum that is bringing together all African Public Service Commissions

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and other Appointing Commissions/ Authorities from all over Africa, to share experiences and to compare notes on management of the Public Sector.

Since the early 1990s, Governments across Sub-Saharan Africa have come to realize that a vibrant Public Service is instrumental in the successful implementation of Government Programmes. In every area of Public Service Delivery, the human resource provide a critical input and if this resource is not effectively harnessed, it often leads to wastage of other resources and poor service delivery.

In a move to modernize Government business therefore, special attention needs to be given to how best the various Institutions responsible for managing human resources can form partnerships to enhance good governance and facilitate the effective and efficient attraction , retention and utilization of this resource. Public Service Commissions and other Appointing Authorities have in this respect a crucial role to play in Public Service transformation.

At this moment in time, the Public service of Uganda is undergoing major reforms just like most African Countries. These reforms are mainly aimed at developing and maintaining human resource policies, public service management systems and an institutional environment that facilitates national development and poverty eradication.

This workshop therefore has come at a time when we are still finding ways and means of addressing issues of public sector management. I am therefore quite optimistic and confident that the workshop will make all attempt to explore some solutions to these challenges especially in the area of attraction and retention of quality manpower for the Public Service

I have been reliably informed that in the course of the week, the Commissions/ Appointing Authorities will be holding a meeting to discuss the formation of a Forum/ Association of African Public Service Commissions and Appointing Authorities. This is a welcome development in that most if not of all our institutions in Africa face more or less similar challenges in Public Administration. We therefore need to put our heads together and marshal efforts in a coordinated manner in order to address these challenges because "Unity is strength". We need Inter-Sectoral and country collaborations as well as Public-Private Partnerships to promote Good Governance.

As you deliberate, I would advise that the forum should among other objectives be geared towards facilitating regular networking opportunities for the Public Service Commissions and other Appointing Commissions/Authorities; discuss common issues; benchmark best practices, map out strategies and advise the respective Governments on how best the Public Service should be managed.

Once again, I would like to welcome you to this important workshop and to wish you fruitful deliberations.

On this note, I have the pleasure to declare this workshop opened.

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# Annex III

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**KEYNOTE ADDRESS by Dr. Julius .T. Rotich**  
Deputy Secretary General (Finance And Administration)  
East African Community, Arusha, Tanzania

- Chairperson of the Uganda Public Service Commission, Secretary of Public Service Commission, Uganda
- Distinguished Chairpersons of Public Service Commissions and other Statutory Appointing Commissions/Authorities from the region,
- Secretaries of Public Service Commissions and other Statutory Appointing Commissions/ Authorities from the Region,
- Our most revered and honoured partners from the African Association for Public Administration and Management (AAPAM) and Institute of Public Administration of Canada (IPAC) Distinguished participants and Resource Persons,
- Ladies and Gentlemen

It is a privilege for me to be with all of you this morning on this special occasion as we kick start this momentous workshop for enhancing leadership capacity development of the African Public Service Commissions and other Appointing Commissions/Authorities. On behalf of the EAC Secretary General and on my own behalf I join the Republic of Uganda and the course Organizers in extending to you all a very warm welcome to this workshop at the Speke Resort, Munyonyo. I hope you all find time outside the five day workshop to enjoy the Ugandan hospitality and the unique beauty that Kampala offers.

The theme of your five days' Workshop is ***Enhancing Leadership Capacity Development of the African Public Service Commissions and other Appointing Commissions/Authorities***. This theme is most apt and even long overdue. Leadership capacity developments of the Public Service Commissions' constitute one of the most critical challenges to Human Resource Management and Development in our region. As the world becomes a global village and our national economies continue to blend into the broad global configuration, it has become necessary, and urgently so to facilitate the development and sustenance of our national human resource capacities to effectively match and compete with the prevailing global standards. The question to tackle here is "How do we do this?"

First and foremost, one must appreciate that all over the world, the Public Services Commissions are the typical entry points into public service for all employees. It naturally follows that the quality of public service professionals in any Country is determined by and by extension, a direct reflection of the Country's Public Service Commission or Agency duly mandated to conduct the process

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of recruitment into the service. In simplistic terms, what this statement reflects is the common ICT principle of “garbage in, garbage out” i.e. Apply due diligence at the point of selecting (procurement) Human Capital and expect high productivity and generally good performance results. Do the opposite and the automatic result would be reflected in low productivity levels and dismal performance.

### **Ladies and Gentlemen,**

The biggest challenge Public Service employees need to overcome in Africa focus predominately around **“attitude change”** and **“adoption of modern, flexible, innovative and performance oriented management practices”**.

Whether the perception is true or not, the most commonly expressed perceptions by the general public world over with regards to Public Service Employees’ include the following:

- Inadequate orientation to customer relations/service.
- Complicity and very little orientation to the spirit of competitiveness - “Doing things the way we have always done it syndrome”.
- Inefficiency.
- Non application of servant leadership principles during government business transactions or **“Boss Man Attitude.”**
- Very little interest in creativity and innovation .
- Inflexible and rigid (straight jacketed) application of institutional policy guidelines.
- Corrupt practices.
- Racism, Nepotism and Tribalism.

Just to mention a few. It would be important to note that these perceptions are not limited to the Public Service in Africa only, but in one way or the other apply to public service institutions world wide with differences only reflected in relative terms.

### **Dear Participants,**

To enable us catch up with the ever moving global trends and modern management practices, we are not presented with alternative viable choices but are obligated to put in place deliberate and concerted efforts towards making contributions directed to changing the above mentioned stereotyped perceptions the world has on the Public Service employees.

Countries have drawn best practices and continue to draw lessons from countries which run progressive and efficient Public Service Sectors such as those in the developed world. The main point of reference for best practice closer to home is the Singaporean Public Service, test model. Closer to home, ladies and gentlemen there are lessons to be learnt within the East African region, where significant improvement of public service delivery has been realised and documented.

Next door in Kenya, the Country adopted the Rapid Results Initiative programme through its Public Service Reform and Development Secretariat. The Secretariat was mandated to spearhead Results Based Management in the public service to improve performance, service delivery and governance.

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Kenya's reform initiatives have been spearheaded to address the following;

- Transformative leadership, attitudinal change and inculcation of culture of continuous learning and performance improvement.
- Building core managerial skills and competencies in the service.
- Process re-engineering and improving internal efficiencies in the public service for delivery of results.
- Promotion of civic engagements through stakeholder partnership policies.
- Improving the government's responsiveness to the people through adoption of appropriate information, education and communication strategies.

The Rapid Results approach is the vehicle through which the reform initiative is driven to realise the national agenda. This approach was first piloted in 2004 and by 2006; amazing measurable results had been achieved and documented. This culminated into Kenya's scooping the UN award for performance improvement of the Public Service.

The key question for reflection would be what our roles as Public Service Commission's in Africa should be in the process of reversing these perceptions. Ladies and gentlemen, one need not emphasise the fact that Public Commissions/Agencies are the sole gate keepers to public Service Employment. The Commissions/Agencies are also fully responsible for determining recruitment standards and specifications, development and implementation of recruitment policy guidelines, systems, processes and practices. It is at this point that proactive visionary leadership acumen is applied in setting transparent standards and practices, which will encourage and reflect fair, just and competitive practices in Human Resource procurement.

All the reform initiatives bulleted under the Kenyan Public Service reform initiative are truly necessary, valid and apply as test cases which may be adopted by our Commissions/Agencies to improve on the quality of recruits into the Public Service, enhance the capacities of the commission Staff to customer orientation and adopt change management practices, which should strengthen institutional governance and support structures, reinforce basic management skills, enhance employee performance and last but not least, start focusing on results and not personality preferences. It is my belief that the Commission/Agencies are the most sensible and automatic starting points for total transformation of our regional public service reform initiatives.

I wish to underscore that the only one national asset our respective governments have entrusted the Commissions/Agencies to acquire and retain is recognised globally as the number one most important and valuable resource any nation can have. To realise our desired national goals, the Commissions/Agencies are charged with the responsibility and entrusted to provide the much needed leadership through application of modern management practices to motivate and influence this unique resource to achieve our respective targeted national performance outcomes. Any success or failure to achieve these outcomes translates into a direct positive or negative reflection on our Commissions/Agencies. The most common positive indicators may include spurred interest of the general public on public service jobs, whereas failure may be reflected on turnover rates, the extent of brain drain and low public confidence rating on our institutions, just to mention a few.

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Your main challenge ladies and gentlemen is to ensure that individuals with the right attitudes and capacity to transform the public sectors in the region into competitive service providers comparable to the private sector are absorbed in the public service.

This calls for major sacrifices on your part. Some of the challenging areas the Commissions will require working on individually and collectively to initiate and institutionalise this change process include;

- Development/Review governance policy guidelines covering matters of integrity (corruption prevention), discrimination, fairness, justice, transparency, responsibility and accountability frameworks etc.
- Facilitation of development of service charters clearly defining the commission's commitment and reduction on service delivery timelines.
- Development of frameworks for open and transparent process and implementation of the recruitment policy.
- Opening up communications channels with the public and give open feedback to them on all matters of concern.
- Introduction of outcome based results oriented management practices.

To achieve these at the initial stages dear colleagues is no mean feat. This change starts at your doorstep; you are the gate keepers to job opportunities in the Public Service. Your contribution at this point shall be mirrored and translated into the positive or negative energies reflected in the whole of the Public Service structures. Why? Since you play the role of gatekeepers, the new recruits will only do what is natural - **Doing what the Romans do.**

In conclusion, I fully concur with the course organizers' objective of providing a forum for exchange and sharing of learning experiences of the top leadership of the various Appointing Commissions with peers in an interactive forum where new lessons will be learnt to enhance the performance of your respective institutions. This is a very noble objective. However, it is up to you participants to ensure that you absorb all you can and share your experiences with open minds as this will facilitate the badly required reforms we all crave for in the Public Service.

On behalf of the East African Community, I must also sincerely thank The African Association for Public Administration (AAPA) and the Institute of Public Administration of Canada (IPAC) for choosing to hold this important workshop within the East African region. I hope those of you visiting the East African region and Uganda for the first time will maximise on the opportunity accorded by the workshop destination to enjoy the best of our hospitality and the unique and serene beauty of Kampala.

With these remarks, I wish to thank you once again for inviting me to present the Key Note address to the participants of this Workshop, and I wish you successful deliberations.

THANK YOU.

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# Annex IV

## Speeches

### Closing Ceremony

#### Vote of Thanks by Amb. A. Al-Gazali

Hon. Chairman Federal Civil Service Commission, Nigeria.

- Hon. Minister of State for Public Service of Uganda
- Chairperson, Public Service Commission of Uganda, Prof. Patrick J. Muzaale
- The AAPAM President and Head of Public Service/ Secretary to the Cabinet of Uganda
- Chairpersons, Commissioners and Secretaries of the Services Commissions
- Ladies and Gentlemen

When I arrived at Entebbe Airport on Sunday to participate in this Workshop, I was struck by the courtesy accorded me by the Organizers of the Workshop. The serene and beautiful venue of the Conference, Speke Resort Munyonyo added a new dimension in the hospitality to an extent that someone whispered to me that he was considering taking another week of holiday before leaving Kampala.

On behalf of the distinguished delegates to this Workshop, I wish to:

- Extend our gratitude to the Government and People of Uganda for the warm welcome and hospitality accorded to us during our stay in the Country.
- Express our appreciation to the Services Commissions in Uganda for organizing and hosting such a wonderful Workshop.
- Convey our thanks to the Canadian International Development Agency (CIDA) for providing external funds that have supported the holding of this Workshop.
- Appreciate the expertise and professionalism of the African Association for Public Administration and management (AAPAM) and the Institute of Public Administration of Canada (IPAC) in organizing the Workshop.
- Acknowledge the contributions that have been made by various groups and individuals in making this Workshop so successful- the Organizing Steering Committee, Secretaries and other Support Staff.

The objectives of this Workshop were to exchange knowledge and share experiences among peers of a kind that will enhance the effective performance of the Service Commissions and the Public

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Services in general. I wish to state that these objectives have been achieved one hundred percent. In the course of the Workshop, we have heard speakers from the Public Services Commissions from across the Continent and networked among ourselves. I wish, on behalf of all participants, to thank all those who contributed to the implementation of the Workshop Agenda by presenting very informative papers and discussions.

Once again, we sincerely thank the Public Services Commissions in Uganda for hosting our first Workshop. We hope that their efforts and success will inspire us to host Africa in Nigeria in the future.

Hon. Minister of State, Distinguished Delegates, Ladies and Gentlemen, I thank you all and may the Almighty God grant us journey mercies as we depart to our various destinations.

**Closing Remarks by Mr. John Mitala**  
Head of Public Service and Secretary to the Cabinet  
Republic of Uganda, President of AAPAM

In his remarks, he recognized members present and said there is time for every thing and everything that has a beginning has an end. The idea of this workshop which we can actually call a conference was conceived by a few people, concretized and support mobilized for its operationalisation. For the last five years we have seen a great success which must be celebrated by all of us if we are honest to ourselves.

On Wednesday evening he was delighted when he came in and found that the concerned Commissions /Authorities had decided to form an Association to bring themselves together. Elections were held for the interim office bearers although there were no observers; they were free and fair hence no one is going to challenge them. He was doing so because deciding today as they did was less risky than waiting till all risks are removed.

In a special way, he congratulated those who had been given the responsibility to run the executive of the newly formed Association. A good amount of work lies ahead of them, among others, included working out the constitution and related rules for the Association. He assured them that they will be able to succeed provided they do not work to please every body because that is virtually impossible in a mortal world and as the saying goes, the secret of failure is trying to please everybody.

It's equally important and necessary to appreciate that new beginnings do not come waving flags and on the contrary they tend to come in images and feelings which invite all of us to find out more. Those who have put the interim Executive in place must accord it unwavering support.

In his statement on Monday, he stated that the commissions/Authorities attending the Conference had embarked on a noble journey which we must all support and stand out to be counted. Since

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AAPAM has been involved fully, he thus pledged continuous support as the Association takes shape. The doors of the office of the Secretary General will be open for necessary consultations as you may wish, this offer is within AAPAM's Motto that,

"To none will we deny service  
To none will we delay service  
To none will we pervert service"

Ladies and Gentlemen, the theme of the Global Forum on Re-inventing Government in 2007 was "Building Trust in Government." As Chairpersons and Members of Appointing Commissions/Authorities, you are not just leaders but most importantly you hold the keys to the entry into the Civil/Public Services whose personnel employed there in are the deliverer of services to the people. If you carry out your functions properly, you will have contributed positively to the restoration of trust in Government.

Wherever we may be serving, let us challenge ourselves to be leaders of virtue since it is the link of all perfections and the centre of all felicities. Virtue makes one prudent, discreet, sagacious, cautious, wise, courageous, thoughtful, trustworthy, happy, honoured, truthful, and above all, a universal hero. Surely, if I may ask who would hate any of these attributes or a combination of a number of them? The Creator gave us the ability to choose and that is why one unknown writer challenges any leader with the following words:

"Everyday is Election Day The Devil votes against you God votes for you But You cast the deciding Vote"

As you may recall ladies and gentlemen, on Monday I extended to you an invitation to attend our forthcoming AAPAM Roundtable Conference in October 2008 in Accra, Ghana. Since I have not received any regrets, I hope to see you there, God willing.

I wish you deep peace, great prosperity and many happy days spent engaged in a worthy purpose. May the Almighty God grant all of you journey mercies as you return to your respective countries.

Thank you.

**Official Closing by Hon. Prisca Mbaguta Sezi**  
Minister Of State For Public Service, Uganda

- Chairpersons of the Public Service Commissions and Other Appointing Commissions
- Deputy Chairpersons of the Commissions, Members of the Com missions
- Secretaries of the Commissions, Permanent Secretaries
- Invited guests

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- Members of the Press
  - Ladies and gentlemen,

I am honoured to officiate at the closing ceremony of this important workshop to enhance the capacity of Public Service Commissions and Other Appointing Authorities. The workshop is significant because it has brought together key persons in Public Service Management across Africa to exchange ideas, best practices and innovations that promote good governance in Public Service Management and delivery.

Building effective developmental states is a central role of any government. The indicators of achieving this are the provision of better quality of education, health care, housing, water, roads etc, which require vibrant and competent public service organizations. Further, the enhanced democratic environment in African Countries has provoked a demand for good governance. Increasingly, the public is demanding for more transparency, integrity, access to information and accountability from government. This calls for Public Service Institutions not only to improve their performance but also to demonstrate value for money in terms of public expenditure. This is achievable if recruitment strategies are put in place to attract and retain key talent for Public Service

The challenges of developing Public Service Organisations into the desired entities to steer the development process requires a paradigm shift from the traditional way of operation to one that matches the current ever changing environment. Retention of talented people in Public Service is critical because the cost of not attracting and retaining the best people does not only lead to financial loss but also loss of intellectual capital, low productivity and poor performance.

Globalization has ushered in a need for competition thus making the difference between Public and Private sector Operations very thin. Public Service must shift to appropriate private sector practices in order to remain relevant and useful to the Governments they serve.

Since Public Service Commissions and other Service Commissions Play a leadership role in determining the character and the quality of the Public Service, it is imperative that they transform themselves to provide best examples to the rest of the Public Service Institutions. There is need to develop leadership that is transformational which will unlock human resource potential in the Public Service.

Some of the issue that the Commissions need to consider include:

- The use of competence-based recruitment systems: As a former Public Officer and as a Human Resource expert, I can confidently testify that in spite of the meritocratic principles followed by most appointing Commissions, there are a number of incompetent staff who sail through interviews to get jobs when in real terms their job performance is poor. We all know keeping the best is increasingly becoming harder than in the past. The selection criteria must be more intensive. The recruitment must be followed by programmes

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that nurture and promote talent for the jobs at different levels and in the right place. Many countries have therefore introduced competence-based recruitment and selection methods. Africa cannot be an exception.

- Utilization of Information Technology (IT) in the processes of the Appointing Commissions: This will enhance the speed and accuracy in decision making.
- Monitoring and evaluating processes: Follow ups of the Commission's decisions would help to identify human resource policies and practices that have become irrelevant. The current work environment is characterized by constant speedy changes that put increasing pressure, cost-cutting restructuring and tougher performance measures. This demands for a constant review of policies and practices in order to cope with the accruing circumstances.

I believe that these and other issues have been discussed during this workshop and that the lessons shared will enhance your future performance.

I would like to assert that such workshops alone may not be sufficient in transferring skills. These must be complimented with other collaborative methods within or across countries such as benchmarking study tours and attachments, including collaboration with the Private Sector.

I have been made to understand that one of the key outputs of this workshop has been the formation of an Association for Public Service Commissions of Africa. I also know that there are efforts spearheaded by some few delegates here to establish a network of Human Resource Managers in Africa. I would like to associate myself with these noble initiatives as they greatly enhance learning through regular sharing of information which is necessary in order to cope with the challenges of development. I therefore pledge my support to the formation of these Associations.

Let me end by re-iterating the fact that citizens want to see rapid improvements in the way governments operate. The Appointing Commissions are no exception. In fact, the Appointing Commissions are at the gateway of instituting good governance in the Public Service and if this function is undertaken with professionalism, we shall be able to address the issues of inefficiency and ineffectiveness and to reverse the vicious circle of poverty which is real in most African States.

At this juncture I wish to thank the following:

- The Canadian Government through Canadian International Development Agency (CIDA) for funding this important workshop.
- The Institute of Public Administration of Canada (IPAC) and the African Association for Public Administration and Management (AAPAM) for coordinating the activities.
- The Secretariat of the Service Commissions of Uganda and other Officers from the government of Uganda for your enormous effort to make this workshop a reality.
- All the delegates for committing this one week to the workshop. It is my great hope that the delegates from outside Uganda have enjoyed their stay in Uganda and have no doubt

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in their minds that it is the Pearl of Africa and gifted by nature, in addition to learning from the workshop.

- The management of the Speke Resort Hotel for taking good care of all the delegates.

With these few remarks, I hereby declare this workshop officially closed and wish all of you safe journeys to your destinations.

I thank you.

Hon. Prisca Mbaguta Sezi

# Annex V

By the end of this Workshop participants should:

- Have a clear understanding of the Commission's leading role in managing the Public Sector and enhancing the quality and effective performance of the Public Service.
- Acknowledge that the Public Service is a Central Institution in society that spearheads development and acts as a custodian of good governance.
- Through the sharing of knowledge and experience, improve the performance of the Appointing Commissions and the Public Service.
- Produce a Report to be published and circulated widely for the diffusion of knowledge throughout Africa and Beyond.

## Conference Programme • Kampala • Uganda

DATE	TIME	ACTIVITY	SESSION CHAIRPERSON
Sunday 6 April 2008		Arrival and Registration	Organising Committee
<b>DAY 1</b>			
7 April 2008	8.00 – 8.45 am 9.00 – 10.00 am	Late Registration <b>Opening Ceremony</b> i) Public Service Commission, Uganda ii) IPAC Representative iii) AAPAM President iv) Opening Address – Rt Hon 2nd Deputy Prime Minister and Minister of Public Service	Organizing Committee <b>Master of Ceremonies</b>
	10.00 – 11.00 am	<b>Keynote Address</b> • Secretary General, East African Community • Discussions • Group Photograph	
	11.00 – 11.30 am	<b>HEALTH BREAK</b>	
	11.30 – 1.00 pm	<b>Topic 1: Coping with Rapid Changes: Transformations of the African Public Services</b>  i) <b>Ambassador Ahmed A. Al-Gazali</b> Chairman, Federal Civil Service Commission, <b>Nigeria</b>  PUBLIC SERVICE AND DEVELOPMENT IN AFRICAN ECONOMIES	<b>Prof Patrick J. Muzaale</b> Chairperson, PSC, Uganda

DATE	TIME	ACTIVITY	SESSION CHAIRPERSON
<p><b>DAY 1 cont</b></p> <p>7 April 2008</p>	11.30 – 1.00 pm	<p><b>TOPIC 1: Coping with Rapid Changes: Transformations of the African Public Services</b></p> <p>ii) <b>Ms Nazipho J. Mxakkato-D'eseke</b> Commissioner, <b>South Africa</b></p> <p>THE CHANGING ROLE AND IMAGE OF THE PUBLIC SERVICE IN AFRICA</p> <p>Discussions</p>	<p><b>Prof Patrick J. Muzaale</b> Chairperson, PSC, Uganda</p>
1.00 – 2.00 pm		<b>LUNCH</b>	
	2.00 – 3.30 pm	<p><b>Topic 2: Service Commissions Reforms for Improved Public Sector Performance</b></p> <p>i) <b>Mr Regis Yatsin</b> Chairman, Public &amp; Disciplined Forces Service Commission, <b>Mauritius</b></p> <p>PUBLIC SERVICE COMMISSIONS REFORMS TO PROMOTE GOVERNMENT RESPONSIVENESS TO THE NEEDS OF THE PEOPLE</p> <p>ii) <b>Ms Taboka Nkhwa</b> Deputy Director, Directorate of Public Service Management, <b>Botswana</b></p> <p>CREATING A WORLD CLASS PUBLIC SERVICE: BOTSWANA</p> <p>Discussions</p>	<p><b>Prof Patrick J. Muzaale</b> Chairperson, PSC, Uganda</p>
3.30 – 4.00 pm		<b>BREAK</b>	
	4.00 – 5.00 pm	<p><b>Topic 3: Enhancing Efficiency and Effectiveness of the Public Service for Development and Good Governance</b></p> <p>i) <b>Ms Thecla W. Shangali</b> Secretary, Public Service Commission, <b>Tanzania</b></p> <p>IMPROVEMENT OF THE EFFICIENCY AND EFFECTIVENESS OF THE PUBLIC SERVICE AS AN ESSENTIAL COMPONENT OF DEVELOPMENT EFFORTS: AN OVERVIEW OF TANZANIA EXPERIENCE</p>	<p><b>Prof Patrick J. Muzaale</b> Chairperson, PSC, Uganda</p>

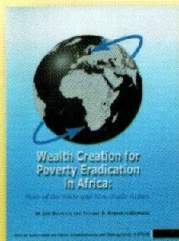
DATE	TIME	ACTIVITY	SESSION CHAIRPERSON
<b>DAY 1 cont</b> 7 April 2008	4.00 – 5.00 pm	<p><b>Topic 3: Enhancing Efficiency and Effectiveness of the Public Service for Development and Good Governance</b></p> <p>ii) <b>Princess Dzeliza N. Ndlamini</b> Commissioner, Civil Service Commission, <b>Swaziland</b></p> <p>IMPROVEMENT OF THE EFFICIENCY AND EFFECTIVENESS OF THE PUBLIC SERVICE AS AN ESSENTIAL COMPONENT OF DEVELOPMENT EFFORTS: THE CASE STUDY OF SWAZILAND PUBLIC SERVICE</p> <p>Discussions</p>	<b>Prof Patrick J. Muzaale</b> Chairperson, PSC, Uganda
7.00 – 8.30 pm		<b>RECEPTION (COCKTAIL)</b>	
<b>DAY 2</b> 8 April 2008	9.00 – 11.00 am	<p><b>Topic 4: Managing Human Resources for Improved Performance of the Public Service</b></p> <p>i) <b>Mr Morimunu Kavijene</b> Under Secretary, Public Service Commission Secretariat, <b>Namibia</b></p> <p>HUMAN RESOURCE FUNCTION IN THE PUBLIC SERVICE: RECRUITMENT, TRAINING, DISCIPLINE AND IMPROVING PRODUCTIVITY AND EFFECTIVENESS</p> <p>ii) <b>Mr E. A. Lubembe</b> HSC, Programme Director, Public Service Reform and Development Secretariat, Cabinet Office, <b>Kenya</b></p> <p>MANAGING HUMAN RESOURCES FOR IMPROVED PERFORMANCE</p> <p>iii) <b>Dr John-Mary Kauzya</b> Chief of Governance and Public Administration Branch, United Nations Department of Economic and Social Affairs (UNDESA), <b>New York</b></p> <p>STRATEGIES FOR ATTRACTING AND RETAINING HIGH QUALITY STAFF IN THE PUBLIC SERVICE IN AFRICA</p> <p>Discussions</p>	<b>Hajji Badru Lubega-Wagwa</b> Chairperson, ESC, Uganda
11.00 – 11.30 pm		<b>BREAK</b>	

DATE	TIME	ACTIVITY	SESSION CHAIRPERSON
<p><b>DAY 2 cont</b> 8 April 2008</p>	<p>11.30 – 1.00 pm</p>	<p><b>TOPIC 5: Applicability of Private Sector Best Practices in the Public Service</b></p> <p>ii) <b>Mr Richard E. Ndubai</b>, MBS, Secretary, Performance Contracts Steering Committee, Ministry of State for Public Service, <b>Kenya</b></p> <p>APPLICATION OF PRIVATE SECTOR BEST PRACTICES IN THE MANAGEMENT OF THE PUBLIC SERVICE</p> <p>Discussions</p>	<p><b>Hajji Badru Lubega-Wagwa</b> Chairperson, ESC, Uganda</p>
<p>1.00 – 2.00 pm      <b>LUNCH</b></p>			
	<p>2.00 – 3.30 pm</p>	<p><b>Topic 6: Public Private Sector Competition: Staffing Challenges for the Public Service</b></p> <p>i) <b>Mr Mike Gabah</b> Secretary, Public Service Commission, <b>Ghana</b></p> <p>COMPETITION OR PARTNERSHIP BETWEEN THE PUBLIC AND PRIVATE SECTORS: ISSUES OF STAFF RETENTION IN GHANA</p> <p>ii) <b>Mr Jimmy Lwamafa</b> Permanent Secretary, Ministry of Public Service, <b>Uganda</b></p> <p>PRIVATE-PUBLIC SECTOR CONTRIBUTION: STAFFING CHALLENGES FOR THE PUBLIC SERVICE</p> <p>Discussions</p>	<p><b>Hajji Badru Lubega-Wagwa</b> Chairperson, ESC, Uganda</p>
<p>3.30 – 4.00 pm      <b>BREAK</b></p>			
	<p>4.00 – 5.30 pm</p>	<p><b>Topic 7: Enhancing the Performance of the Public Service in a tight Fiscal Environment</b></p> <p>i) <b>Ms Ann Chafe</b> Commissioner, Public Service Commission, <b>Canada</b></p> <p>ENHANCING THE PERFORMANCE OF THE PUBLIC SERVICE IN A TIGHT FISCAL ENVIRONMENT</p> <p>ii) <b>Mrs S. Mutasa</b> General Manager, Public Service Commission, <b>Zimbabwe</b></p>	<p><b>Hajji Badru Lubega-Wagwa</b> Chairperson, ESC, Uganda</p>

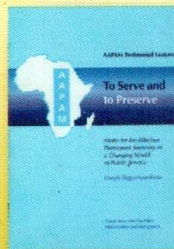
DATE	TIME	ACTIITY	SESSION CHAIRPERSON
<b>DAY 2 cont</b> 8 April 2008	4.00 – 5.30 pm	<b>Topic 7: Enhancing the Performance of the Public Service in a tight Fiscal Environment</b>  EFFECTS OF INADEQUATE FINANCIAL AND MATERIAL RESOURCES ON THE EFFECTIVENESS OF SERVICE DELIVERY	<b>Hajji Badru Lubega-Wagwa</b> Chairperson, ESC, Uganda
<b>DAY 3</b> 9 April 2008	9.00 – 10.30 am	<b>Topic 8: Use of ICT for Improved Performance</b>  i) <b>Mr Austen Mwaamba</b> Chairperson, Public Service Commission, <b>Zambia</b>  TECHNOLOGICAL CHALLENGES THAT NEED TO BE ADDRESSED-- HOW TO HARNESS THE BENEFITS WHILE COPING WITH THREATS OF THE RAPIDLY CHANGING TECHNOLOGY  ii) <b>Mr W. Siambi</b> Vice-Chairman, Public Service Commission, <b>Kenya</b>  THE INTRODUCTION OF ICT IN THE PUBLIC SERVICE COMMISSION OF KENYA FOR SERVICE DELIVERY: EXPERIENCES AND CHALLENGES  Discussions	<b>Prof George B. Kirya</b> Chairperson, HSC, Uganda
10.30 – 11.00 am		BREAK	
	11.00 – 1.00 pm	<b>Topic 9: Panel Discussion of Factors that Hinder or Enhance the Effective Performance of Appointing Commissions</b>  <b>Panelists</b>  i) <b>Mr Tesfamichael Tekle</b> Federal Civil Service Agency, <b>Ethiopia</b>  ii) <b>Mr Gabriel K. Langoiboni</b> , Secretary/Chief Executive Officer, Teachers Service Commission, <b>Kenya</b>  iii) <b>Hon Henry Kyemba</b> Commissioner, Judicial Service Commission, <b>Uganda</b>  iv) <b>Mr Mathew Okot-Garimoi</b> Deputy Chairman, Education Service Commission, <b>Uganda</b>  Comments, Questions and Answers	<b>Prof George B. Kirya</b> Chairperson, HSC, Uganda

DATE	TIME	ACTIVITY	SESSION CHAIRPERSON
<b>DAY 3 cont</b> 9 April 2008			
	1.00 – 2.00 pm	LUNCH	
	2.00 – 5.00 pm	Meeting to Establish the Proposed Association of African Public Services Commissions	South African PSC
	7.00 – 8.00 pm	DINNER	
<b>DAY 4</b> 10 April 2008	FULL DAY	EXCURSION	Steering Committee
	7.00 - 8.00 pm	Cocktail for AAPSCOC hosted by the South African PSC	
<b>DAY 5</b> 11 April 2008	9.00 – 11.00 am	Wrap up Report and Discussion of Report  Presenter Chief Rapporteur-Uganda Public Service Commission	Hon Justice Seith T. Manyindo Chairperson, JSC, Uganda
	11.00 – 11.30 am	BREAK	
	11.30 – 12.30 pm	Where Do We Go From Here Action Planning and Follow Up	Hon Justice Seith T. Manyindo Chairperson, JSC, Uganda
	12.30 – 10.0 pm	Closing-Hon Minister of State for Public Service	
	1.00 pm	LUNCH AND DEPARTURE	

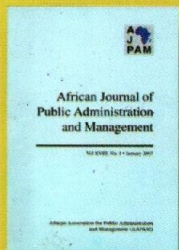
# Recent AAPAM Publications



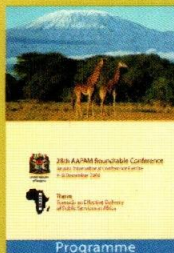
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4-8 December 2006  
AAPAM Secretariat