



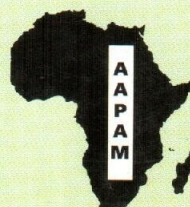
Harnessing the Partnership of the Public and Non-State Sectors for Sustainable Development and Good Governance in Africa: Problems and the Way Forward

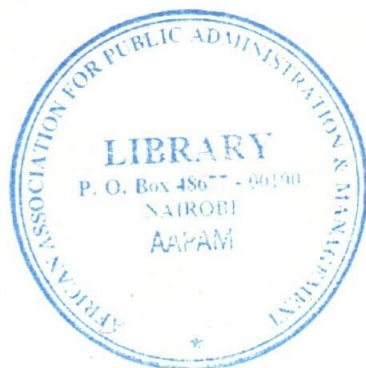
Report of the 27th Roundtable Conference
of the African Association for Public Administration
and Management (AAPAM)

Livingstone • Zambia
5-9 December 2005



REPUBLIC OF ZAMBIA





Harnessing the Partnership of the Public and Non-State Sectors for Sustainable Development and Good Governance in Africa: Problems and the Way Forward

Report of the 27th Roundtable Conference
of the African Association for Public Administration
and Management (AAPAM)
Livingstone • Zambia
5-9 December 2005

Hosted by

Government of the Republic of Zambia

Principal Sponsors

Canadian International Development Agency (CIDA)
Institute of Public Administration of Canada (IPAC)
African Capacity Building Foundation (ACBF)
Commonwealth Fund for Technical Cooperation (IFTC)

Acknowledgements

AAPAM would like to express its appreciation of the Zambian Government's contributions to the successful organization of the Conference. Besides providing highly valued logistics support, the Government placed first-class conference facilities at the disposal of the Association and extended generous hospitality to the delegates. The Association is also very grateful to the local sponsors namely, the Bank of Zambia, Celtel, Mulungushi Village Complex, National Pension Scheme Authority, Zambia National Commercial Bank, for both material and financial support, and the management of Zambezi Sun Hotel for providing first-rate accommodation and catering facilities.

In a special way, AAPAM wishes to extend its sincere gratitude to the international development partners, particularly, the Canadian International Development Agency (CIDA), the Institute of Public Administration of Canada (IPAC), the Commonwealth Secretariat, the United Nations Department of Economic and Social Affairs (UNDESA), and the African Capacity Building Foundation (ACBF) for their unwavering financial and material support to AAPAM and to the 27th Roundtable Conference.

Table of Contents

Acknowledgement		3
Chapter 1:	Introduction	7
Chapter 2:	Opening Ceremony	10
Chapter 3:	Proceedings	13
Chapter 4:	Group Discussions/Reports	41
Annex I:	Speeches	55
	(i) AAPAM President	64
	(ii) Guest of Honour	70
	(iii) Vote of Thanks	76
	(iv) Closing Session	78
Annex II:	Conference Communique	85
Annex III:	Programme	88
Annex IV:	List of Delegates	97

Chapter 1


Introductory Background

The 27th Roundtable Conference was organized by the African Association for Public Administration and Management (AAPAM) in conjunction with the Zambian Government through the National Organizing Committee and the National Institute of Public Administration (NIPA).

This Report was prepared by the Conference Chief Rapporteur, Professor Jide Balogun, Senior Adviser, United Nations Department of Economic and Social Affairs (UNDESA) with the support of Session Rapporteurs (Mrs M. C. Mwiya, Mr Harry Shamwana, Ms Mary Nalumpa, Mr Hastings Nyirongo, Ms Matildah Banda, and Mrs Mary Zulu). The final version emerged after additional review by the AAPAM Secretary General, Dr. Yolamu R. Barongo.

The 2005 Roundtable was a continuation of a tradition dating back to 1978 when the African Association for Public Administration Management (AAPAM) launched its series of Annual Roundtable conferences held in different member countries. Each conference addresses issues of contemporary relevance and concern, and draws on the insight and experiences of policy makers, senior public officials, corporate and civic leaders, and renowned public administration and management scholars.

The 27th AAPAM Roundtable was hosted by the Government of the Republic of Zambia and held at the Zambezi Sun Hotel, Livingstone, from 5th to 9th December 2005. Two hundred and forty six (246) delegates from 20 countries participated in the Roundtable. These included Cabinet Ministers, Members of Parliament, Heads of Public Service and Secretaries to Cabinet, Directors-General of Staff Colleges and Management Development Institutes, Chairpersons of Public Service Commissions and other statutory bodies, representatives of international organizations, management consultants, as well as renowned academics and researchers in institutions of higher learning. The countries represented at the Roundtable included: Angola, Botswana, Cameroon, Canada, Ghana, Kenya, Lesotho, Malawi, Mauritius, Namibia, Nigeria, Sierra Leone, South Africa, Swaziland, Seychelles, Tanzania, The Gambia, Uganda, United Kingdom and Zambia. The United Nations Department of Economic and Social Affairs (UNDESA), the Canadian



International Development Agency (CIDA), the Institute of Public Administration of Canada (IPAC), the Commonwealth Secretariat and the Economic Community of West African States (ECOWAS) are among the development partners represented at the Roundtable.

The theme of the 2005 conference was **"Harnessing the Partnership of the Public and Non-State Sectors for Sustainable Development and Good governance in Africa: Problems and the Way forward."**

Roundtable Objectives

Against the backdrop of the sustainable development and governance challenges confronting Africa, the 27th AAPAM Roundtable Conference was expected to:

- (a) Revisit the definitions of the concept of sustainable development, paying particular attention to the continent's wealth creation and economic growth priorities, the linkages between the priorities, on the one hand, and the physical environment, on the other, as well as the outstanding governance challenges;
- (b) Focus attention on the general and the specific implications that sustainable development has for the reconstruction of governance and state institutions;
- (c) Examine the role of the various State institutions, particularly, the legislature, the executive, and the judiciary, in the design, implementation, monitoring and evaluation of sustainable development programmes, and in promoting civic engagement in the overall policy process;
- (d) Examine the role of the informal sector and non-state institutions (small-scale business enterprises, trade unions, NGO's, women associations, etc) in the development process.
- (e) Explore the relationship between and among national, continental, and international initiatives on sustainable development, paying particular attention to the role of the AU Commission, the NEPAD Secretariat, and the Regional Economic communities (RECs);
- (f) Discuss the human and institutional capacity building implications of sustainable development as defined and subscribed to at the plenary sessions and in working groups;
- (g) Examine the problems or challenges encountered by organizations such as Manufacturers Associations, Chambers of Commerce and Industry and the Investment Promotion Authorities in forging the necessary partnerships among stakeholders for sustainable development.
- (h) Promote knowledge exchange by providing a forum for discussing Case Studies of the experience of various African countries in creating partnerships among the various stakeholders for sustainable development.

Expected Results

Among the outputs expected at the end of the Roundtable were:

- (a) A common understanding of the nature, significance and imperatives of sustainable development, and its linkage with environmental considerations, Africa's wealth creation objectives, and the reform of governance systems.
- (b) Policy recommendations to inform policy choices on sustainable development, and civic engagement in governance.
- (c) A human and institutional capacity building programme in pursuance of the objectives of sustainable development, participatory planning and budgeting, and civic engagement in the development process.
- (d) Roundtable Conference Report incorporating findings and recommendations on sustainable development, environmental protection, and the involvement of civil society partners in the policy process, good governance and development.



Chapter 2

Formal Opening

The official ceremony attracted notable personalities, prominent among whom were the **Hon. Rev. Lt. General Ronnie Shikapwasha**, MP, the Guest of Honour at the occasion. Other dignitaries present at the opening ceremony were **Hon. A. Simango, M.P.** and Provincial Minister, Southern Province; **Hon. Dr. Pontso Sekatle**, Minister of Local Government of the Kingdom of Lesotho; Heads of Public Service from various African countries; His Worship the Mayor of the City of Livingstone; **Hon. Sakwiba Sikota**, Member of Parliament for Livingstone; members of the AAPAM Executive Committee; Permanent Secretaries and Chief Executive Officers of Public Institutions; Members of the AAPAM Council and Chairpersons of National Chapters and representatives of AAPAM's external partners.

The occasion began with a welcome address by the Chairman of the National Organizing Committee and Executive Director of the National Institute of Public Administration (NIPA), Mr. A. W. Saka. Mr. Saka viewed the conference as a clear illustration of the actual and potential benefits of public-private partnerships. This was because, according to him, the organization of the 27th Roundtable in the City of Livingstone would not have been possible without the assistance received from both the public and Non-State institutions.

The Chief Host, **Dr. Joshua L. Kanganja**, Secretary to Cabinet, Government of the Republic of Zambia, welcomed all the participants to Zambia, and thanked the Executive Committee of AAPAM for choosing Zambia to host the 27th Annual Roundtable Conference, 2005. He commended AAPAM for its efforts at promoting good practices in public administration and management. He pledged to activate the Zambia Chapter of the Association and to endow the Chapter with the resources needed to strengthen the partnership between Public and Non-State Sectors for sustainable development and Good Governance in Zambia.

The Chief Host also joined the Chairman of the National Organizing Committee in acknowledging the vital contributions made towards the success of the Conference by the Government of the Republic of Zambia and partners from the non-state sector, including non-profit making organizations.

The Chief Host was of the view that the liberalization of the economy came with achievements and challenges. He looked up to the 27th Roundtable for innovative ideas on how to surmount the challenges. Dr. Kanganja particularly expected concrete and viable proposals on how to forge partnership between state and non-state actors, thereby promoting rapid economic growth and sustainable development.

Messages of solidarity were also delivered by representatives of the Commonwealth Secretariat, UNDESA and CIDA/IPAC respectively. Besides intimating the delegates about the mandates of their organizations, and about the links forged with AAPAM over the years, the development partners reiterated their commitment to the cause for which AAPAM stood – that is, extending the frontiers of good governance and sound public administration.


In his own remarks, **Mr. John Mitala**, AAPAM President and Head of the Public Service and Secretary to Cabinet, Office of the President, Government of the Republic of Uganda, thanked the Guest of Honour for accepting the invitation to participate at the opening ceremony of the 27th Roundtable Conference as the Guest of Honour. He also extended a warm welcome to the Association's members, Conference delegates, resource persons, and AAPAM's various benefactors (such as CIDA/IPAC, the Commonwealth Secretariat, UNDESA, and the ACBF).

The AAPAM President pointed out that the 27th Roundtable theme: **"Harnessing the Partnership of the Public and Non-State Sectors for Sustainable Development and Good Governance in Africa: Problems and the Way forward"** was a follow-up to the 26th Roundtable Conference which focused on the topic, **"The Enabling State and the Role of the Public Service in Wealth Creation: Problems and Strategies for Development in Africa"** and was held in Mombasa, Kenya, in March 2005.

The AAPAM President recalled the Association's recent history, and particularly, its struggle to stay afloat financially. He further intimated the Roundtable about the efforts made by the Executive Committee to stabilize the Association's finances by instituting a variety of cost-saving measures, among them, the shifting of travel costs from the Association to individual members of the Executive Committee, and the decision to hold meetings in private homes rather than in hotels.

According to the AAPAM President, the Association had grappled with a number of challenges, notable among were the following:

- mobilization of resources to make AAPAM self-reliant;
- membership drive through revitalization of National Chapters and extension of membership to Franco-phone and Luso-phone African countries;

- 
- implementation of the Association's Strategic Plan (in face of dwindling financial resources);
 - follow-up of the implementation of resolutions/recommendations of conferences and meetings; and
 - revitalization of the Association's publication programme.

The AAPAM President noted that through purposive leadership, and with the support of the generality of the members of the Association, many of these challenges had been effectively tackled between the time the new Executive Office was elected in 2002, and 2005.

The Guest of Honour, **Hon. Rev. Lt. Gen. Ronnie Shikapwasha**, MP, Minister of Foreign Affairs of the Republic of Zambia, commended AAPAM for organizing the conference. He pointed out that the attainment of good governance and sustainable development ideals rested on the fulfillment of four vital conditions, i.e.,

- political will;
- capable, efficient, and citizen-oriented Civil Service;
- a vibrant Private Sector; and
- willingness and capacity of Public and Non-State Sectors to collaborate on the discharge of critical social, political and economical responsibilities.

In his concluding remarks, the Guest of Honour challenged AAPAM to spearhead and support efforts at transforming the economic, social and political conditions prevailing in the Association's member states.

In her vote of thanks, **Dr (Mrs) M. L. Hamza**, AAPAM Vice President for West Africa, Permanent Secretary, Manpower Development Office at the Presidency, Federal Republic of Nigeria, thanked the Government of the Republic of Zambia for hosting the Conference and the distinguished delegates for finding time to attend. She also congratulated His Worship the Mayor and citizens of Livingstone on the commemoration of hundred years of the founding of the city of Livingstone.

Chapter 3

Conference Deliberations

At the end of the opening formalities, the Conference proceeded to substantive discussions of the topics falling under the overarching theme. These discussions took place both at plenary sessions and in syndicate groups. The conclusions and recommendations that emerged from the plenary discussions are summarized in the paragraphs that follow.

PLENARY SESSION 1

Keynote Address

SPEAKER: **Hon. Felix Mutati, MP**
(Minister of Energy and Water Development, Republic of Zambia)


Session: Chair: Mr. Oliver M. Kalabo

Rapporteurs: Mrs. M. C. Mwiya
Mr. Harry Shamwana

Presentation

In his Keynote Address, Hon. Felix Mutati, MP began by tracing landmarks in the history of AAPAM. He recalled that a few Permanent Secretaries who had met in 1962 were convinced that Africa had a lot of natural resources which were not being fully harnessed. These AAPAM pioneers felt the need for an African development agenda, and for re-engineering the Civil Service to enable it to effectively and efficiently implement development programmes.

The Minister, however, pointed out that development was not a challenge that government could face alone and without the support and active participation of non-state actors. The Minister was therefore of the view that it was essential for public institutions to forge a strong partnership with the private sector and civil society. He noted that the world had come to accept that Governments alone could not deliver all that their citizens yearned for. The role of the private sector in



development was, as he noted, particularly gaining increasing recognition. The same is true of civil society which, acting in partnership with governments and the private sector, could make substantial contributions to sustainable development.

The Minister further observed that the subject of public/private sector partnership was not new, as its importance had been acknowledged as far back as the late 1980's when most economies were shifting from central planning and socialist policies to competitive free market economies. Despite these early attempts, however, nothing much had been accomplished to harness this partnership. It was for this reason that the Minister emphasized the need to rededicate efforts towards achieving the underlying objectives of public-private partnership. He pointed out that for development efforts to succeed there was need for all the key players to participate fully in the process.

He stated that the key players in the development process, namely, the politicians, the career civil service, and the private sector, had to clearly understand their respective roles and responsibilities. He identified the main role of governments as that of creating an environment conducive to productive and gainful pursuits. The private sector on the other hand, was expected to provide goods and services in a manner that ensured sustainable development.

He also pointed out that in order for governments to play their role, there was need for an effective and efficient civil service as this was the vehicle through which public services were provided. In order to fulfill these vital entrepreneurship development and growth-facilitating responsibilities, the Civil Service needs to:

- Simplify its procedures
- Set clear guidelines for the transparent conduct of public business; and
- Eliminate red-tape and bureaucratic obstacles to innovation.

The Minister pointed out that the Civil Service therefore needs to invest heavily in change management. He also reminded the conference that the partnership between the Public and private sector was very important for the following reasons:

- It helps in the preservation of national resources, sustainable management of infrastructure and services.
- It improves the overall quality of the delivery of public services
- It accelerates implementation of projects
- It ensures value for money on investment and allows the sharing of risks.

The Minister finally urged AAPAM members to ask themselves what they had done to realize the aspirations of the people in their respective countries. He emphasized the need for a strong workable partnership. Above all, the Minister implored everyone

present at the conference to exhaustively discuss all issues that could underpin this partnership and come up with practical recommendations.

General discussions

In the ensuing debate that followed the keynote address, these critical areas were highlighted:

- There is no standard formula to apply in determining the optimum size of the Civil Service;
- Civil Servants' mind sets/attitudes have not changed in any fundamental way, despite structural adjustment and the related civil service reforms undertaken in most African Countries over the past thirty years;
- The intellectuals' contributions to efforts at reengineering civil service processes, and enhancing the service delivery capacities of public institutions have to-date remained marginal;
- Civil service procedures still serve a purpose, so long as they are meant to further the cause of accountability without placing unnecessary obstacles in the way of private sector growth and productivity.

Recommendations

Based on the observations, it was recommended that:

- The size of the Public Service in each country should match the challenges facing the country while at the same time taking due cognizance of the prevailing macro-economic situation and the economic consequences of public spending;
- The focus of the next generation of reforms should be on changing public servants' mindsets and ethical orientations, on measures aimed at improving service delivery standards, and on the elimination of wasteful, cumbersome and time-consuming procedures;
- AAPAM should provide a regular forum for the cross fertilization of ideas and promotion of dialogue among the key players in the development process, particularly, the players from state and non-state sectors.
- AAPAM should take stock of its achievements to-date and come up with strategies for following through its conclusions and recommendations on the adoption of good practices in governance and public administration;
- The academic community should be encouraged by governments to undertake rigorous and empirically based studies culminating in the articulation of ideas that policy makers and senior career officials in each country could rely on in charting a new course and actualizing the vision of a greater society.

PLENARY 2

Partnership for Sustainable Development in Africa: Concept, Nature and Purpose

PRESENTER: Mr. Joseph O. Dada

(Paper presented by Dr. Adramachi, Director of Planning and Manpower Development, Office of the Head of Service of the Federation, Nigeria)

Session Chair: Ms. Loini Katoma

RAPORTEURS: Ms. Mary Nalumpa
Mr. Hastings Nyirongo

The second session focused on the topic, **Partnership for Sustainable Development in Africa: Concept, Nature and Purpose**. It featured a paper presented by **Dr. Adramachi** on behalf of Mr. Joseph O. Dada, Trainer/Consultant, Administrative Staff College of Nigeria.

In the preamble, the paper outlines the emergence of Public-Private Partnerships (PPP) in Africa in the 1980s and attributes much of Africa's problems before the 1980s to the adherence to socialist policies. As a solution to this problem, and to promote sustainable development, the paper advocates the adoption of Public Private Partnership in the delivery of services. It further emphasizes the need for partners to share the costs, risks and benefits associated with the development process.

While acknowledging the benefits of effective partnership, the paper recognizes the need to define the roles and responsibilities of the partners. In this paper Mr. Dada outlines the major roles of the three key development partners as follows:

- (a) Public Sector - to formulate and implement policies with a view to creating an enabling environment for business growth;
- (b) Private Sector - to produce goods and services and create jobs; and
- (c) Civic Society - to provide checks and balances, monitor both private and public sector, and promote good governance, public integrity, and social responsibility.

Mr. Dada states that Public-Private Partnership (PPP) has both broad and specific objectives, an example of the former (the broad objective) being the delivery of services to the poor, and of the later, investment in infrastructure development.

The paper acknowledges the fact that partnerships have existed in various forms in Africa for a long time. These are in the form of regional groupings as well as the partnerships forged for the purpose of promoting cooperation on international development. He argues that partnerships have, however, failed because of:

- Inappropriate leadership;
- Political instability;
- Bad governance;
- Lack of focus;
- Allegiance to colonial masters;
- Mismanagement/corruption;
- Absorption of western democratic values.

The presenter further contends that partnerships are not always easily established or maintained due to transactional and material costs. Some of the specific costs highlighted are:


- Political risks;
- Increased costs of providing services;
- Reduced quality/efficiency of service;
- Loss of government control.

The paper canvasses the following recommendations which would hopefully ensure the success of PPP:

- (i) Setting of clear goals known and acceptable to all partners;
- (ii) Periodic evaluation to provide the partners with critical information on how things are working;
- (iii) Community ownership and involvement of key stakeholders including leaders in all sectors;
- (iv) Clear definitions of partnership structures, roles and responsibilities to avoid duplication of effort;
- (v) Establishment of ground rules to facilitate communication and decision making process;
- (vi) Creating and ensuring flexibility in the PPP arrangements to take advantage of opportunities and deal with emerging threats;
- (vii) Creating opportunities to tap from unique individual experiences;
- (viii) Maintaining the momentum through planning for continuity and financial sustainability.

In recognizing the complex, challenging and time consuming nature of the PPP task, the presenter suggested the following strategies:

- (i) Public and private sector leaders should identify and recruit potential partners for the PPP;

- 
- (ii) Designing of appropriate partnership structures and allocation of tasks;
 - (iii) Development of clearly understood and widely accepted PPP and widely accepted PPP vision, mission, goals and strategies to guide the attainment of goals;
 - (iv) Improving relations between the partners e.g., through transparency, information sharing and best practices;
 - (v) Development of indicators for evaluation of partnership initiatives.

In conclusion, Dada's paper underscores the importance of PPP as a tool for harnessing the unique experiences of all stakeholders towards improving the lives of the African masses.

While commending Dr Adramachi, who presented the paper on behalf of the author, the participants did not react in any substantive way to the paper.

PLENARY SESSION 3

Forging Partnerships for Sustainable Development and Good Governance

PRESENTERS: Prof. Suleiman Ngware
Prof. Jerry O. Kuye

Session Chair: Mr. Tlohang Sekhamane

Rapporteurs: Ms Mary Zulu
Ms. Matildah Banda

Presentation

The second plenary session featured two presentations. The first by Prof. Suleiman Ngware, Institute of Development Studies, University of Dar-es-Salaam, Tanzania was entitled **The New East African Cooperation and Non-State Actors: Opportunities and Challenges for Promoting Integration.**

The second paper, presented by Prof. Jerry O. Kuye of the School of Public Management and Administration, University of Pretoria, South Africa, was entitled **The NEPAD-AU Equations: A Dialogue on Leadership and Governance Imperatives in Africa.**

In his presentation Prof. Suleiman Ngware focused on the role of non-state actors and how they could be harnessed to promote cooperation, democratization, improved service delivery, economic growth and poverty reduction which are key and strategic components of sustainable development. He cited the example of East African countries which had a long history of integration since colonial days but failed to achieve the desired goals due to the following reasons:


- Divergent economic policies pursued (after independence) by member states;
- Continued perception that benefits accrued from economic integration were disproportionately shared;
- Lack of adequate compensation mechanisms to address the perceived anomaly; and
- Exclusion of civil society and non-state actors from participation in the cooperation process and activities.

However, the recent efforts to embrace integration through regionalization has encouraged the formation of New East African Cooperation which in turn has facilitated the formation of the East African Business Council (EABC), comprising the apex bodies of private sector organizations in the three member states. In addition, the East African Trade Council (EATWC) has been granted observer status in the deliberative and policy making organs of the East African Cooperation. These organs have been put in place to overcome some of the challenges that could be encountered by member states.

The author further contends that integration is both an economic and a political process that demands popular participation and inclusion of all segments of the people of East African partner countries. In his view, the inclusion of non-state actors enables citizens to participate in EAC development process and fosters good governance.

The presenter acknowledged the difficulties that non-state actors could face in fulfilling their obligations. These difficulties include:

- Resource mobilization
- Management and coordination
- Leadership
- Recognition by national Governments
- Unfavourable regulatory framework
- Limited legitimacy and integrity; and
- Reduced non-state actors' impact on advocacy, watchdog, policy and dialogue in EAC activities.



The resource person highlighted a few conceptual issues, among which are the following:

- Non-state actors (NACs) represent complex, diverse and dynamic arena of actors and players.
- Non-state actors are not homogenous entities, as they face the following challenges in varying degrees:
 - (i) Internal conflicts (marked by intense competition for leadership, prominence, credibility, and resources)
 - (ii) Lack of internal democracy
 - (iii) Elite capture and/or bias
 - (iv) Urban orientation.

The presenter went further to outline advantages of robust participation by non-state actors in EAC programmes. Among these are:

- (1) contribution to the consolidation of stable and democratic environment within EAC;
- (2) Validation of decisions on priority areas for capacity building support to Non State Actors (NSAs).

Prof. Ngware goes further to catalogue factors that should make NSAs effective EAC partners:

- (i) Legitimacy (participation by non-state actors ensures that the EAC is embedded in society)
- (ii) Ability to enter the policy making terrain and landscape
- (iii) Skills in communication, negotiation, lobbying, advocacy and conflict resolution among others.

For this partnership to succeed, there are many complex, uncertain and varied challenges ahead. These include:

- (i) Promoting and intensifying dialogue within NSA's and with EAC.
- (ii) Developing closer working relations with other NSAs in the Region, Africa and globally.
- (iii) Developing an attitude that is favourably disposed towards mutual dialogue, and promotes the spirit of give-and-take and non- confrontation.

The second presentation by Prof. Jerry O. Kuye focused on the application of public administration approaches to target policy development as vehicles for the African Union (AU) and the New Partnership for Africa's Development (NEPAD). The paper supports the general and founding principles of the NEPAD vision. However, at the same time, the author contends that AU must play a significant role in the

development of this great concept if the NEPAD-AU equation is to create that significance balance.

Discussion and Recommendations

At the end of the presentations, the participants made comments and offered a number of recommendations, among which are the following:

- (i) The majority of the people in Africa are rural-based; there is therefore the need to disseminate information to enable them to understand the workings of collaboration arrangements such as NEPAD-AU.
- (ii) Many public employees are not adequately trained to effectively perform their functions and discharge their responsibilities.
- (iii) There is need for NEPAD-AU and EAC to work in collaboration with non-state actors in trying to solve internal conflicts in Africa.
- (iv) Developed states need to assist their less developed counterparts; specifically, it is essential for the former to take bold steps to lift the latter's economies to new heights;
- (v) The enhancement of service quality and standards is a key component of good governance.

PLENARY SESSION 4


Building Bridges: What Every Public Servant should know about Working with the Private Sector

PRESENTER: Ms Fawn Annan

Session Chair: Ms Rose Lugembe

Rapporteurs: Ms Mary Zulu
Mrs. M. C. Mwiya

In her paper entitled **Building Bridges: What Every Public Servant should Know About Working With The Private Sector**, Ms Annan pointed out that governments were having a difficult time developing critical infrastructure facilities. She indicated that this was where private sector intervention would be beneficial. In presenting her paper, she shared the Canadian experience in Public Private Partnerships.



Ms Annan began by giving a brief overview of Canada and indicated that although they had “a lot of government” – when compared to the population – they needed to make that government more efficient. She went on to outline how each of the three levels of government in Canada had entered into public private partnerships – generally known as P3s. She described how a well planned and executed partnership could provide a government entity with “the pot of gold” needed to meet a particular mandate, internally, politically and economically.

She further went on to define a public-private partnership as “a collaborative business enterprise between government and the private sector that finds its value as a collaborative undertaking because it integrates interests and skills from both”.

Ms Annan informed the participants that in Canada, P3s were becoming more important in providing solutions to infrastructure needs such as water treatment, waste water facilities, roads and bridges, and hospitals. Despite these benefits, however, she pointed out that P3s posed a number of concerns, especially among organized labour. One main concern was that P3 arrangements seemed to threaten the jobs of public servants. This, she felt, was an unfortunate assumption as it was imperative, in this day and age, that governments learnt to work better with private sector firms in order to improve and maintain the quality of life. The key question that needed to be asked regarding public private relationships was, “what kind of relationships should we be developing to build a new infrastructure?”

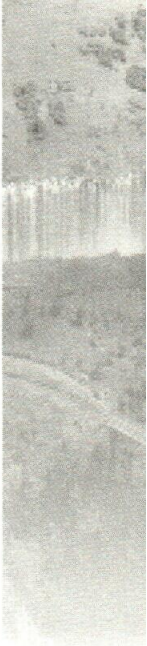
The presenter also advised on when it was essential to enter a P3. She identified the following situations or sets of conditions:

- when the governments does not have adequate capacity
- when the service/facility to be provided is not the core business of government.

In such situations, it was best to “outsource” the provision of the service so that government efforts could concentrate on its core business. She, however, pointed out that care had to be taken on *what* to “outsource” to avoid trust issues being compromised and accountability lines being blurred.

The presenter then went on to outline what every public servant needed to know when working with the private sector. She also presented private sector concerns, some of which were that:

- There was too much ‘red tape’ in the public sector;
- Hierarchical decision making systems are neither flexible nor empowering;
- Top political clout and consistent engagement were not always ensured.



She then went on to give some examples of P3 initiatives at work in Canada and stated that the most important point to note was that there was need to build trust and reciprocity. It was also important that both parties, public and private, be conscious of the difference in their value systems – the private sector is driven by the profit motive, whereas the public sector is driven by concepts such as those of service, due process, accountability, transparency, checks and balances.

The presenter went on to present 20 steps to success of P3s which were summarized under the following four headings:

- Defining the service needed;
- Ability to build capacity;
- Forming and structuring the relationship; and
- Executing and adapting.

Mrs Annan emphasized the need for both parties to anticipate and properly calculate the benefits and the inherent risks when entering into partnerships. She pointed out that the art of P3 was to have a structure robust enough to allow each party to meet its obligations and also have enough understanding to remain flexible in a regulatory environment.

The presenter concluded by stating that it was important to keep a focus on the end objectives and to make sure that the results were measurable. The advantages of the P3, she concluded, had to be clear to all stakeholders.

Participants' Comments


The following comments were made after the presentation:

- (a) The level of risk was lower in Canada than in African countries, and this risk increases with each project's life span.
- (b) Countries implementing comprehensive social welfare policies would still find that P3 confers a lot of advantages, among these, lessening the burden on tax payers, and sharing of project operating costs with non-state actors.
- (c) Public private partnership fosters cross-fertilization of ideas between and among the partners.

Recommendations

The session ended with the following recommendations:

- (a) even if, based on pure economic calculations and cost-benefit analytic studies, a government decides to participate in a long-term, say, 25-40-

- 
- year, public-private partnership arrangement, it should ensure that the interest of future generations is duly safeguarded rather than compromised.
- (b) The public institutions should familiarize themselves with private business practices, and acquire skills which would prepare them for the challenges of partnering with their private sector and civil society counterparts.

PLENARY SESSION 5

The UNDESA/IAISIA Leadership Capacity Building Initiatives

PRESENTER: Dr. John-Mary Kauzya

Session Chair: Mr. Sandile B. Ceko

Rapporteurs: Mr. Hastings Nyirongo
Ms. Matildah Banda

Presentation

The paper on **Leadership Capacity Initiatives** was presented by **Dr. John-Mary Kauzya**, Chief of Governance and Public Administration Branch, Division for Public Administration and Development Management, United Nations Department of Economic and Social Affairs (UNDESA) United Nations, New York.

The presenter in his introductory remarks indicated that the Division of Public Administration and Development Management of the United Nations Department of Economic and Social Affairs (UNDESA) and the International Association of Schools and Institutions of Administration (IAISA) had agreed on an initiative to improve the quality of education and training in Public Administration for both the current and the next generation of governmental leaders. He further pointed out that a number of activities had been carried out under this initiative which forms the background to the work of the UNDESA/IAISA Task Force.

Dr. Kauzya further pointed out that lack of capacity is a worldwide phenomenon and not unique to Africa alone. He also argued that the assumption that Africa lacks capacity is a myth. The truth is that Africa has not exploited its capacity to the fullest extent possible.

The presenter postulated that in the 1960's most African countries decided to establish Institutes of Public Administration. The idea was to build the capacity of

local staff after the departure of the colonial rulers. According to him, there had been no major departure from this apart from the introduction of Structural Adjustment Programme (SAP) in the 1980s and 1990s. In recent years, there has been a shift from public *administration* to public *management*. In the post-colonial era the emphasis of most governments was infrastructure development. Nowadays human capacity building and human resource development are high on public administration revitalization agenda.

Dr Kauzya informed the participants that in order to improve the quality of education offered in Institutes of Public Administration, the UNDESA/IASIA Task Force held a number of meetings/conferences.

The Task Force's immediate activities were:

- (a) Presentations of the initiative by members of the Task Force at conferences and seminars;
- (b) based on the papers produced by consultants, preparation of a questionnaire to guide the collection of information and data from Public Administration Education and Training Institutes.

Discussions/Recommendations

At the end of the presentation, the participants commended the UNDESA and IASIA for the initiative. They further advised that a side meeting be organized with the Chief Executives and representatives of the MDIs, Staff Colleges, and IPAs attending the Roundtable to agree on how to integrate the initiative into the ones existing on the continent.

The participants further recommended that:

- (a) the training of public service leaders should place emphasis on methodologies for exposing the participants to private sector work ethic, operational techniques, and organizational culture;
- (b) the public service training institutes should serve as a major vehicle for promoting cross fertilization of ideas between the public and the private (as well as non-profit) sectors;
- (c) the institutes should be provided with the resources needed to serve their clients in the public service, the private sector, and in civil society.
- (d) Qualified and experienced trainers should be retained in the service of the institutes.

PLENARY SESSION 6

Repositioning Institutions for Good Governance: Focus on Financial Institutions and Political Parties

PRESENTERS: Professor David Fourie
Dr Donald P. Chimanikire

Session Chair: Professor R. I. M. Moletsane

Rapporteurs: Mr. Harry Shamwana
Mrs. Mary Nalumpa

Presentation

At the sixth plenary session two papers were presented. Professor David Fourie, Professor in School of Public Management and Administration at University of Pretoria, South Africa – presented the first paper titled:

Good Governance in Public Financial Management: An African Perspective.

The second paper, titled **Brain Drain: Causes and Economic Consequences for Africa** was written by Dr. Donald P. Chimanikire, Director Institute of Development Studies (IDS), University of Zimbabwe, but as he was unavoidably absent, the paper was presented on his behalf by **Taboka Nkhwa** from Commonwealth Secretariat.

Professor Fourie's paper began by outlining the major tenets of good governance where he stated that good governance is a result of the legitimacy earned by those who hold public trust to exercise an all inclusive power over public resources. This power was to be applied for the sole purpose of promoting public interest and the common good of the nation. He further said that good governance in public sector financial management could not be divorced from good governance of the state. Professor Fourie noted that the independence of the three branches of the state, the legislative, executive and the judiciary was the cornerstone of good governance. He also acknowledged that the Civil Society played a role which was regarded as the life blood of good governance and good public sector financial management.

Professor Fourie further alluded to the fact that African countries through the African Union established the New Partnership for Africa Development (NEPAD) to deal with major challenges facing African countries.

These challenges include the resolution of conflicts, poverty reduction, fighting corruption, eliminating the burden of disease and strengthening the capacities of African states. To this effect many African leaders are in the process through the standards and guidelines for the African Peer Review Mechanism (APRM) to address corruption, poor governance and inefficient and ineffective delivery of public goods and services.

In his paper, he conceptualized that good governance is about the norms of governance, which entails the legitimacy of the Government; legal framework or rule of law.

The nature of the laws in force at any particular time determines how a state is governed, and how policies are legislated, monitored, and implemented. He pointed out that good governance is not exclusively a concern of the developing world nor is the objective simply a matter of enhancing democracy for development. Good governance applies equally to the developed world, because of the interdependence of national economies as reflected in the phenomenon of globalization, demands that good governance is a central concern for both the developed and the developing world.

According to Professor Fourie, the Government had three critical functions to undertake to enhance the prospects for good governance. These functions are:

- Facilitating redistribution to assist those marginalized by market forces;
- Providing an enabling environment for economic and productive pursuits;
- Allocation of resources to the production of goods required collectively by society, that is, 'public' as distinguished from 'tradable' goods.


Professor Fourie stated that the overriding concern in good governance in Africa is associated with financial mismanagement and official corruption that frustrate development goals. Corruption normally manifests itself through bribery, fraud, nepotism etc. This corruption either sees public funds misused or sees potential public funds diverted away from the national revenue to private income.

He further pointed out that to address good governance the causes of corruption must be explored such as:

- Poor remuneration levels
- Insecurity of the position occupier
- Lack of career opportunities

In his paper, he identifies four consequences of corruption:

- Macro-economic and fiscal distortions and revenue losses;
- Deterrence to foreign investment;

- 
- Denial to the poor of access to services - as resources are diverted away from pro-poor programmes;
 - Loss of citizen trust/confidence in public Institutions.

Further he suggests that corruption must be targeted and eliminated to enhance the credibility of the state in local and international spheres.

The presenter described the legal framework for good public financial management. He cited the case of South Africa where the Constitution has been used as cornerstone for good public financial management and to promote transparency, accountability, and effective financial management of the economy. The Constitution also provides for the following:

- National Treasury prescribe measures to ensure transparency and expenditure controls;
- Public Financial Management Act (PFMA) prescribe the process for managing public finance in a transparent manner;
- Controls imposed over unauthorized spending
- Production of financial statements;
- Strategic plans must be linked to the financial plan according to the service delivery plans.

Professor Fourie pointed out that despite the given legal framework two problems emerge:

- Do budgets and service delivery plans address the national priorities and provide value for money outputs
- Technical nature of the plans

He ended his presentation by posing a challenge to AAPAM members and asked what kind of Action Plan they were going to prepare to develop the tenets of good governance. In his view, "what was critical was the action members were to take to fight corruption and what efforts would be made to enhance good governance in our respective countries".

Comments/Recommendations

The participants commented on the first presentation as follows:

- (a) In Public Financial Management Good Governance implies meeting community expectations through public expenditure. Accordingly, under- and over-spending have significant implications for good governance – specifically for effective delivery of services, and for expenditure management and financial control.

- (b) African countries should focus on the causes rather than the symptoms of corruption, and address these with realistic financial management strategies.
- (c) The fight against corruption should focus on developing strategies for changing the attitudes of African Public Financial Managers.

The second presentation focused on the causes and consequences of the brain drain in Africa. The presenter identified globalization; economic and political forces, strategies and policies of the receiving countries for attracting migrants, colonial policies, and Structural Adjustment Programmes (SAPs), as the major factors accounting for the current patterns in African migration. She also identified the major factors that will determine the scale of future African immigration as: economic and political development in African countries and immigration policies.

According to the presenter much of the brain drain was from developing to developed countries, it also takes place regionally among African countries.

She identifies the major causes of the brain drain as;

- (a) the divergence between the economies of the developed and the developing countries which pushed people in the later to move to the former;
- (b) political turmoil such as civil wars, state-sponsored terrorism, riots, etc which displace large numbers of Africans who then are forced to migrate as refugees or asylum seekers; and
- (c) Structural Adjustment Programmes (SAPs) which result in restructuring of organizations and laying off of productive workers who then migrate to look for employment opportunities in other countries.

The presenter pointed out that brain drain had implications for both the developed and the developing countries. Developed countries gained labour for their deficit areas. For the developing countries the effects include:

- Loss of capital invested in the human resource
- Reduction in unemployment levels among professionals
- Gains in revenue and foreign exchange from migrant remittances.

In concluding, the presenter called for:

- Promotion of peace and stability in African countries
- Increased investment
- Creation of opportunities for the professionals to be utilized in their home countries.



Discussion

- (a) There is no consensus on the definition of brain drain
- (b) Not all migrants head in the northerly direction as a sizeable proportion looks for job opportunities in other developing countries
- (c) The contemporary reality is that people will always migrate; focus should not be on stopping it but on dealing with its consequences and capitalizing on the opportunities it offers.

Recommendations

The views prevailing at the Roundtable were that:

- (i) Efforts should be made to improve the performance of African economies to stem the outflow of talent, and retain within the continent qualified professionals who, in desperation, settle for the modern equivalent of slave labour;
- (j) The remittances from migrant workers should be judiciously invested in their countries.

PLENARY SESSION 7

State Institutions, Policy Implementation and Service Delivery

Presenters: Mr. Maurice A. O. Nyamunga
Dr. W. N. Mafuleka

Session Chair: Mr. Ibrahim M. Hussein

Rapporteurs: Mr. Harry Shamwana
Mrs. Mary Zulu

Presentation

The seventh plenary session featured two papers which were presented namely **Repositioning Institutions: Role of State Institutions** by Maurice A. O. Nyamunga, Consultant, Government of Botswana and the second paper which was presented titled **Capacity of Public Policy Making: The Role of the Legislative in Zambia**, by Dr. W. N. Mafuleka, Lecturer, Department of Administrative Studies at the University of Zambia.

Mr. Nyamunga started his presentation with a working definition of sustained development. He took a cue from the Brudtland Commission by presenting sustainable development as "a kind of development that meets the needs of the present generation without compromising the ability of the future generations to meet their own needs".

In his view, good governance is critical to sustainable development because it (good governance) thrives on popular participation, promotes a sense of ownership, and mobilizes the generality of the people behind development programmes.

The main attributes of good governance, as noted by Mr Nyamunga, are:


- Participation
- The application of the Rule of Law
- Observance of the principles of transparency, responsibility, and accountability
- Emphasis on equity and inclusiveness (to balance rights and obligations);
- Acceptance of effectiveness, efficiency, customer-responsiveness, ethics and professionalism as yardsticks for measure the performance of public institutions;

Mr Nyamunga emphasized the fact that all these attributes serve as the foundation of sustainable development. He however, pointed out that for good governance to take root, the following conditions must subsist:

- Ability of Government to create the right environment for sustainable development
- Effective state machinery – capacity of Government to undertake its basic responsibilities
- Establishment and operation of appropriate institutions, structures, and procedures.

The presenter observed that, though there were supporting factors there were also undermining factors which could hinder sustainable development such as:

- Unsustainable governance systems and physical structure inherited from Colonial Government
- Most founder leaders were despots who mainly looted their countries
- Africa's failure to diversify the economy
- Political instability
- Brain Drain
- The destabilizing effects of Structural Adjustment policies



The above-mentioned factors, in his view, undermined Africa's sustainable development efforts. He noted that the African Union and national governments had to come up with bold strategies to turn their economies around through the implementation of governance and public service reform programmes, focusing attention on human and institutional capacity building.

The presenter stated that the reform programmes undertaken in many African countries include:

- Judicial reforms (to strengthen the judicial system)
- Parliamentary Reforms
- Civil Service (including decentralization) reforms.

Mr. Nyamunga suggested that for these reforms to lay a strong foundation for sustainable development, they should be capable of:

- Attracting both external and internal investments
- Promoting public-private partnership
- Building the human capital for efficient and effective delivery of services

The strategies for promoting sustainable development include:

- Promoting regional integration and development
- Investment in Infrastructure development
- Rehabilitation of the decaying health and medical services

The presenter argued that in order to reverse the trend and foster sustainable development, the African Union had adopted broad principles to guide member countries in various areas, among them:

- Promotion of Good Governance and Accountable Leadership
- Promotion of the spirit of self-reliance in African countries
- Institutional capacity building
- Promotion of intra-African trade and investment

He further outlined some of the perceived achievements of the African Union, paying particular attention to the following:

- Leaders have ownership and commitment to the continent's social-economic development;
- A Peer Review Mechanism was negotiated and is currently be applied to assess governance practices in various countries;
- Establishment of Centres of Excellence in various countries;
- Introduction of ICT programme in African Schools.

He noted that national Governments had a big role to play in attaining sustainable development by instituting:

- Public Finance Management Reforms
- Legal and Judicial Reforms
- Decentralization and strengthening of local Governments
- Reform of the Policy Making process
- Manpower information systems

The presenter observed that the African Association for Public Administration and Management (AAPAM) has a role to play to ensure that it provides intellectual feedback to all relevant Institutions to help them reach the goal of achieving sustainable development.

The second Presenter on **The capacity for Public Policy Making: The role of the Legislature in Zambia**, Dr. Weston M. Mafuleka, began by identifying key players in the public policy making process. The non-official Institutions, like Civil Society, Churches and Unions, play a role in influencing public policy. The other group was official comprising of the Executive, Judiciary and Legislature.

The resource person focused on the influence that the legislature had in shaping of policy. This was dependent on capacity to regulate the laws and the ability to monitor the facilitation and implementation of policy.

He noted that there were some factors which were impeding the policy making capacity of the legislature. Among these are:

- The composition of the legislature
- Fusion of power (particularly, the power of the legislature with that of the Executive)
- Absence of data bank/information banks
- Low educational levels among legislators

He went on to support some conclusions which he felt could help strengthen African legislative systems:

- Introduction of two-tier system (made up of an upper and a lower house)
- Revision of Constitution to enshrine minimum educational qualifications for the membership of the legislature;
- Holding of live-debates – to promote transparency in the legislative and oversight processes
- Development of the infrastructure e.g. roads for Members of Parliament to have access to their constituents.



Participants' comments

After the two presentations, the participants commented as follows:

- Visionary leadership is critical not only to the successful implementation of contemporary governance reform programmes, but also to the attainment of the long-term sustainable development objectives;
- The policies and strategies embarked upon in various African countries need to balance the needs of the present generation with the interests of generations yet to be born;
- African countries have much to learn from each other, and the peer review process provides such an opportunity for peer learning;
- The law or the constitution is not to blame for the preponderance of lowly qualified persons in legislative assemblies.

Recommendations

Based on the observations, the Roundtable recommended that:

- (i) African leaders (in state and non-state institutions) should chart new courses aimed at tackling the problems facing the generality of the people, particularly, those in rural areas;
- (ii) The policies and strategies put in place at any time and place should not sacrifice the interest of future generations at the alter of contemporary consumerist urges;
- (iii) The intellectual class should move away from approaches based on conjectures, to those anchored on rigorous and objective analysis of the observable world;
- (iv) Measures likely to increase the number of highly educated candidates for legislative slots should be explored, and if found, satisfactory, swiftly implemented.

PLENARY SESSION 8

Innovation in the Public Sector

PRESENTER: Director M. L. Wahab

Session Chair: Dr. John-Mary Kauzya

Rapporteurs: Mrs. M. C. Mwiya
Mr. Hastings Nyirongo

Presentation

In his presentation, Director Wahab used the Limpopo Province of South Africa as a case to demonstrate how innovation can be practical even in the absence of major resources.

The most important driving force in any innovation effort, he pointed out, was the determination and passion to see a project succeed. He also stated that in order to arrive at the desired destination, there was need to keep a focus on intended goals and not divert.

In presenting his case on the Limpopo Province, the presenter gave a brief background on the situation in South Africa as regards security especially in the rural communities.

He indicated that one of the key priorities of the South African government was the need to create a safe and secure environment for South Africans. It was with this in mind that the speaker came up with the initiative of improving policing among the rural communities where police stations were virtually non-existent. The idea of a police station on wheels was therefore hatched. With this innovation, the police would be able to reach out to the most rural communities because of mobility.

The speaker indicated that the strategy behind the innovation, aimed to, among other things:

- Reduce crime and disorder within rural communities
- Reduce fear of crime
- Restore communities' trust and faith in their police; and
- Take the service to the people

He also indicated that the whole purpose of these Rural Mobile Community Service Centres - as they were called - was to improve service delivery in isolated and



remote villages in the rural areas of South Africa. This, he pointed out, could not be done by the service provider alone and so it was imperative to form partnerships with chiefs and headmen, who acted as links between the communities and the service providers.

The speaker informed the participants that the Rural Mobile Community Service Centre initiative which began in 2001 with only two run down vehicle and very minimal financial resources, now had 14 running vehicles. He further informed participants that, apart from security concerns, the project also identified other security concerns. The project also identified other basic and essential government services that were lacking in the rural areas. He stated that it was therefore felt necessary to include other government services that were being provided by the Department of Health, Department of Social Development and Home Affairs. In order to facilitate the inclusion of these other services outside security issues, the speaker had to redesign the vehicles so that they could provide for such "desks". The Mobile Community Service Centres were thus able to provide an integrated service to the rural communities.

The presenter concluded by informing participants that the introduction of these mobile centres had been well received in the pilot area and it had been able to meet the demands of the majority of the rural communities. He indicated that he hoped the project would be replicated in other parts of south Africa. He counseled other governments to come up with similar innovations.

Discussion and Recommendations

At the end of the presentation, the participants made comments and offered a number of recommendations, among which are the following:

- (i) The integrated service delivery system adopted by the South African police service is laudable and should be replicated in other countries.
- (ii) Since this pilot project proved to be a success, it should be extended to other needy rural communities even within South Africa.
- (iii) Other countries in Africa could emulate South Africa to encourage formation of unions for police officers.
- (iv) In order for the public to embrace the police there is need to restructure the police 'forces' so that they become police services to avoid their being perceived as brutal.
- (v) For any programme to succeed there is an absolute need to have a shared vision and need for all involved to understand the problem in order to formulate strategies to realize the objectives of innovation projects.

PLENARY SESSION 9

Country Presentations

Presenters: **Prof Stephen Adei**
Dr Honest Prosper Ngowi
Alh (Dr.) Mahmud Yayale Ahmed (CFR) (represented by
Professor Shaikh Abdullah)

Session Chair: Prof Musa Dlamini

Rapporteurs: Ms M. Nalumpa
Mr. H. Nyirongo
Ms Matildah Banda
Ms Mary Nalumpa

Presentation


The Ghana country paper entitled **Governance state ownership and divestiture** was prepared by Prof. Stephen Nicholas Adei, Rector and Director-General of the Ghana Institute of Management and Public Administration (GIMPA).

This paper examines the relationship between sovereignty, state-ownership and divestiture experience in Ghana. The paper reviews the arguments for and against privatization with specific reference to Ghana and the performance of the divested industries. The paper finally discusses the governance issue as to whether divestiture has undermined the national sovereignty of Ghana or it is management and development failure that has forced the country to surrender its policy autonomy.

According to the presenter one of the reasons for divestiture had been the wind of change which swept across Eastern Europe in the early 1990's to bring about the collapse of the socialist command economic system. The second reason for divestiture was the aid conditionalities from the international donor community.

Dr Adei also outlines several factors which have limited national sovereignty and the major two being:-

- a) the ability of the international community to intervene in sovereignty matters of African countries;
- b) Globalization which has reduced countries' control over their affairs.



The paper also discusses nationalization of state enterprises as a major tool to transform the economies of newly independent countries. The author asserts that state operated enterprises (SOEs) dominated the modern sector of the majority of African countries in the 1990's but lamentably failed to bring about the desired socio-economic development. In view of this failure most countries saw privatization as a remedy for their socio-economic ills.

The presenter highlights a number of socio-economic benefits accruing from privatization. He uses the case of Ghana as an example of the success of the privatization policy. According to him privatization reduced government debt, strengthened capital markets, increased production and employment opportunities among others. He, however, acknowledges that the process of privatization can have negative effects such as retrenchment of labour. It also usually comes with the virtual imposition and take over of national economic policy-making by foreign capital. The latter raises issues of sovereignty.

Dr Adei concluded that divestiture has little effect on sovereignty in a globalized world. However, he added that sovereignty is affected more by other factors such as good governance and transparency.

Second Country Presentation

In this topic entitled **Application of Public Private Partnerships (PPPs) for Sustainable Development and Good Governance Problems and the way forward**, Dr. Ngowi presents a case study of Public Private Partnership in the local authorities in Tanzania.

In his introduction, Dr. Ngowi states that until the 1980s the public sector was the main actor in the development arena of most African countries. He observed, however, that the role of the public sector had been reduced to that of facilitating private sector-led economic development which is generally judged to be more efficient and effective. Although he acknowledged that this sector might fail to deliver due to market failure, he argues that the use of PPP is inevitable for the attainment of sustainable development in Africa.

The presenter highlighted the various types of PPP which included privatization, leasing and contracting out. Commenting on the existence of PPP in Tanzania, Dr. Ngowi observed that its application in that country was still in its infancy. He supported his assertion by presenting the findings of his study on the application of PPPs in various local authorities in that country. The result indicate that PPP in local authorities is mainly through leasing and contracting out services such as revenue collection and solid waste disposal.

The presenter summed up the challenges facing the PPP process in developing countries as: the limitations in the capacities of both parties to enter into and manage PPP and the "conditionalities" frequently imposed by the public sector.

In order to improve the PPP process, the presenter advocated:

- Support for, and use of, PPP by public policy makers
- Building the capacities of the PPP parties

Dr. Ngowi concluded his presentation by calling for more research into PPPs in Africa.

Third Country Presentation

The third country presentation was entitled "Public Service Reforms and Public/Private Partnership: The Nigerian Experience and Strategies". It was presented by Prof. Sheikh Ahmed Abdullah on behalf of Alhaji (Dr.) Mahmud Yayale Ahmed CFR.

In describing the Nigerian experience Dr. Yayale stated that the country had a long history of Public Sector Reforms dating back to the mid 1940s. He, however, noted that the current reforms place emphasis on building the competencies of the public service for effective service delivery.

The presenter also described the development of PPP in Nigeria and stated that it takes the form of privatization and deregulation. He further states that the success of a partnership depends on many factors including an understanding of the attendant rules and responsibilities as well as the full commitment of the parties involved.

The presenter concluded by outlining the conditions under which Nigeria's public service reform agenda would succeed, among which are:

- (i) Political commitment
- (ii) Concern for effective use of human resource
- (iii) Shared involvement in implementation of change.

Dr. Yayale stated that the reform agenda was important for Africa because of the need to develop the society and raise the standard of living of the African peoples. This can be done by increasing the growth capacity of individuals and groups to adequately provide for themselves.

The presenter argued that African development could be facilitated by a paradigm shift in the development roles so that the private sector becomes the direct investor



and manager of business while the public sector is left to providing an enabling environment.

The author concludes that the aforesaid process is dependant upon a proactive, efficiency-oriented and adaptive public service.

Participants' comments

Based on the issues raised by the presenter the participants noted that:-

- (i) The major threat to the sovereignty of African countries lie in mismanagement, corruption, cronyism, and the persistent failure in a number of countries to put the right persons in the right offices;
- (ii) There is need to recognize the past positive development efforts made by individual countries while at the same time working towards improving upon these achievements;
- (iii) The state still has a strategic role to play in economic development, but it needs to refocus its energies towards efficient and effective performance of this vital role;
- (iv) An effective and efficient public service is a precondition for private sector growth and entrepreneurship development;
- (v) PPP in Africa is frequently viewed as a measure aimed at reducing the cost of government, rather than creating jobs;
- (vi) PPP is not a new concept in Africa, although it has attracted a lot of attention in the wake of the search for alternatives to structural adjustment;
- (vii) There is no conclusive evidence that the efficiency gains attributed to privatization and to PPP would translate into sustainable development.

Recommendations

Based on the preceding observations, the Roundtable recommended that:

- (a) African countries adopt a positive approach to issues and explore other socio-economic development options;
- (b) African states place emphasis on internally generated resources rather than rely heavily on donor aid, and in the process, compromise their sovereignty;
- (c) The capacity for visionary leadership and for competent management of national assets be accorded high priority in the next generation of governance and public sector reforms;
- (d) In the recruitment of political office holders and career officials, high premium be place on the identification of individuals capable of pursuing strategic objectives with steely determination, building teams, and forging strategic and results-oriented alliances with non-state actors.

Chapter 4

Syndicate Discussions and Reports

To avail the participants opportunities to hold in-depth discussions on various aspects of the conference theme, they were divided into five groups each of which was guided by its own terms of reference. The findings and recommendations of the five groups are attached as Annexes to this Report.

Group 1

TOPIC: To privatize or to provide visionary leadership for good governance and sustainable development: Which is the right question and what are the answers?


The Group's terms of reference were:

- i) To discuss the merits and demerits of arguments based solely on privatisation premises, to the exclusion of other challenges facing the Africa region;
- ii) To examine the role of the leadership class (policy makers, senior career officials, academics, corporate leaders as well as opinion leaders in civil society) in making the right policy choices and pursuing these choices with determinations.
- iii) To propose measures which would assist the leadership class in their efforts at responding effectively to the challenges of good governance and sustainable development in Africa;
- iv) To carry out any other tasks consisted with the preceding objectives; and
- v) To submit a report.

Before proceeding to discuss their given topic, the group first defined visionary leadership as **"The ability and capacity to steer an organization or a society to a desirable end or goal by pursuing a fair competitive and honest agenda."**

They also outlined that a visionary leader should be:

- Highly knowledgeable
- A source of inspiration and appeal to his/her people

- 
- A person of high degree of integrity; a person of high moral values and standards
 - A person whose actions should be compatible with the people he/she governs or leads
 - A person with foresight
 - A person with the capacity to carry the people along with to the desirable goal or destination.
 - A person with intent to pursue a competitive agenda
 - A person with a global outlook
 - A prudent risk taker with the ability to take calculated risks.
 - A strategic thinker; and
 - Able to adhere to good governance.

With regard to TOR 1, the group identified the merits of privatization as including job creation, a broadened tax base, new expertise, new technology, business acumen, and risk sharing. The demerits identified included capital flight, corruption, cronyism/nepotism, hindrance in times of political instability, loss of jobs, and loss of national pride.

In responding to TOR 2, the group felt that for the leadership class to make the right policy choices, they not only needed to undertake wider policy consultation and more extensive research but they also required better legislation. In pursuing these choices with determination, the leadership class required strict implementation of the legislation, constant monitoring and evaluation by the stakeholders and periodic review of the legislation.

In proposing measures which would assist the leadership class in their efforts at responding effectively to the challenges of good governance and sustainable development in Africa, the group highlighted the need for effective participation by all stakeholder as well as the need for an effective feedback mechanism. They also highlighted the importance of building and developing capacities and ensuring availability of requisite tools.

The group finalized their discussion by emphasizing the need for awareness of the external environment. They concluded by stating that a visionary leadership was critical to the promotion public/private partnerships for sustainable development.

GROUP 2

TOPIC: **Policy Measures for Effective Participation of State and Non-State Actors in Governance and Development**

The Group discussed the issue and divided the main actors into ten clusters thus: economic and business, central agencies, justice, infrastructure, health services, social services, lands and natural resources, security, education and other levels of government. For each cluster the group listed both the state and non-state actors. The state actors identified include various government ministries such as Finance, Trade and Industries, Labour, Justice, Information and Gender and Community Development and local government institutions. Non-State actors identified included financial, legal, health and educational institutions; international organizations; non-governmental organizations (NGOs); traditional leaders as well as individual actors.

Roles of principal institutions


The group selected some principal institutions from within the clusters and outlined the role of each as follows:

- Ministries of Finance – the role was seen as that of formulating macro-economic plans and ensuring that these were implemented in a transparent and equitable manner while the revenue authorities were for maximizing revenue collection in a transparent and accountable manner.
- Ministries of Transport, Communication and Information – their role was described as that of assisting the public to access services and information;
- Anti-Corruption Bureaus – existed to promote transparency and accountability;
- Local Government Ministries/Authorities were seen to have the role of mobilizing resources and ensuring equitable distribution through the provision of services to the local communities.

Measures aimed at effective mobilization of capacities from state and non-state sources

The group discussed a number of measures aimed at effective mobilization of capacities and recommended the following:

- (i) Establishment of meaningful intra and inter-state dialogue and consultation for example through setting up of joint working committee to discuss government issues such as budgets;

- 
- (ii) Implementation of advocacy, marketing and communication programs;
 - (iii) Improvement of performance through skills development and implementation of performance management systems
 - (iv) Institutional flexibility i.e. building a system of checks and balances;
 - (v) Development, implementation and periodic review of guidelines defining the relationship between partners to ensure effective partnerships; and
 - (vi) Outsourcing of non-core government services to the private sector

GROUP 3

TOPIC:

The Role of Non-State Actors in Local level Development Planning Wealth Creation and Related poverty Eradication initiatives

Terms of Reference

- i) Examine the role of non-state actors in promoting popular participation in decentralized governance and local development;
- ii) Assess the contributions of the private sector, civic organizations and interest groups to the formulation and implementation of local development plans and to the mobilisation of resources for the development of local communities;
- iii) Explore options for the involvement of non-state actors in the development of indicators and standards for assessing the performance of service delivery agents on public payroll;
- iv) Recommend policy measures which are likely to enhance the contributions of non-state actors to local-level wealth creation initiatives and to effective delivery of public services;
- v) Carry out any other tasks consistent with the preceding objectives; and
- vi) Submit a report.

In reference to the terms of reference, the group started its deliberations by defining the term non-state actors, as "individuals operating in either non-organised groups or organized groups, such as, community based organizations private entities or other interest group".

In its deliberations, the group identified the following key functions that would promote popular participation in decentralized governance and local development:

- i) **Advocacy** -playing a leading role to ensure that public awareness is raised with regards to the right to demand appropriate services;
- ii) **Public awareness** - educating the masses so as to mobilize public opinion on issues that matter that affect the lives of people at local level;
- iii) **Catalyst** - organizing individuals and groups: to channel their concerns, demand to be involved and demand the services they require to meet their needs and not merely that of government;
- iv) **Education** – understanding the plans, programmes and projects of government and interpret them to individuals and communities educating them so that in turn they are able to actively and constructively participate in local development and/or service delivery in their communities;
- v) **Mobilization** - bringing together different actors; state and non-state into one forum to debate on topics pertinent to the local community;
- vi) **Resource provision** – being the social conscience of the citizens, take on social responsibility for the provision of technical know-how, human resources and the financing of local projects; ensuring governance, partnership and local development.

The group went further to assess the contribution of non-state actors in the formulation and implementation of local development plans and in the mobilization of resources. Emphasis was laid on three important processes:


- i) the formulation of local development plans;
- ii) their implementation; and
- iii) the mobilization of resources.

Looking at each factor in turn, it was agreed that with regards to the formulation of local development plans, there are in practice two methods used in most African countries namely:

- i) the top-down approach; and
- ii) the bottom-up approach.

Analyzing the bottom-up approach in practice in a few countries, it was seen that the needs are identified by the people themselves and with ownership of development plans and projects citizens see to the mobilization of resources, ensure that implementation takes place so that such needs are catered for. While the top-down approach in operation, development plans and projects are identified by central government and imposed on the citizens, thus limiting meaningful participation.

This has created apathy and complacency with citizens as mere consumers rather than invitations and implementers of much needed services and programmes. In some Africa countries, local government structures and mechanisms exist enabling civic participation. However, the quality of participation is compromised due to:

- 
- a) On the part of non-state actors:
 - i) lack of education and understanding;
 - ii) exclusion or marginalization of certain groups;
 - iii) lack of trust by both parties;
 - iv) citizens know what they want but cannot formulate projects; and
 - v) certain limitations are created by the structures at local level.

 - b) On the part of local government:
 - i) lack of administrative capacity as they are usually told what to do and therefore do not know how to cope with the civic participation process, nor with non-state actors who know how to develop and implement their projects and generate the funds required for projects implementation:
 - ii) Lack of political will;
 - iii) Lack of trust; and
 - iv) Unavailability of local structures for civic participation.

On the issue of implementation of local development plans, the following are the hindrances:

- i) lack of resources and relevance on central government for required resources; and
- ii) Lack of administrative capacity by both parties – state and non-state actors.

The factors facilitating implementation:

- i) Ability of non-state actors to develop projects and raise funds;
- ii) Possess knowledge of what is required; and
- iii) Skills to implement projects hence taking on ownership of development plans and this is facilitated by local government officials;
- iv) Lack of capacity in mobilizing resources as:
 - a) Non-state actor are adept at micro-financing ;
 - b) Local Government lack the capacity to generate funds at local level and therefore rely on central government for funds;

Members of groups explored further the options for the involvement of non-state actors in the development of indicators and standards for assessing the performance of service delivery agents and these are acquisition of knowledge and skills to undertake and participate in strategic planning exercise where a clear vision is established and measurable goals set.

In order to assess and measure the development of indicators and standards, the following approaches could be applied:

- i) Leader-follower arrangement, the comparative advantage and the equal partnership through government to monopolize information as indicators cannot be set for local development;
- ii) Information is pertinent to the development of indicators and subsequently to the development of standards of performance for service delivery;
- iii) Important for the development of indicators to measure and evaluate service provision;
- iv) Cognizant of the fact that harnessing partnerships for sustainable development is a prerequisite of good governance – all government should as a starting point show the political will and commitment to the process at all levels.

Recommendations

To enable non-state actors to play a role as partners in local development planning, wealth creation and related poverty reduction/eradication initiative. It is therefore imperative that the following recommendations be given serious considerations:

- i) Develop strategies to ensure that they are informed, consulted and able to influence policies, decisions and priorities in local development;
- ii) Construct or strengthen the structures, mechanisms and processes at local level to guarantee and facilitate meaningful participation by individuals and groups leaving no one marginalized or excluded.
- iii) Provide for the inclusion and involvement of non-state actors in the strategic planning process – from initiation to monitoring and evaluation.
- iv) Ensure that strategies provide capacity building to all actors to make certain administrative capacity is efficient in understanding projects at local level.
- v) Assess and establish the skills and resources of all partners before the public/private partnership approach is agreed on.
- vi) Provide for effective communication and sharing of information, focus on specific deliverables, ensure consistent engagement, guarantee accountability and transparency by all partners to develop trust and ensure good governance.
- vii) Provide the necessary incentives to allow them to sustain development projects and this include minimizing government bureaucracy .

Conclusion

The aim of all the African countries is to pursue economic reforms that will reduce poverty and attain the millennium development goals. In order to do so, countries should adopt, the public-private partnership approach were appropriate. It must be borne in mind that in harnessing partnership between state and non state actors to the principles of good governance individually and collectively.



GROUP 4

Topic:

Designing, Enforcing, Monitoring and Reviewing/ updating Various Types of Public-Private Partnership Contracts: Emphasis on Choice of Policy and Management Instruments

The discussion was based on the following Terms of Reference (TORS):

- 1: Identify the various categories of PPP (including performances contracts for public agencies and their managers, as well as contracts on tendering and procurement, outstanding, leasing, and BDFO), and indicate the set of circumstances that must prevail to apply each type of contract;
- 2: Discuss the effectiveness of the policy, management and institutional measures adopted in different countries in designing, enforcing, monitoring and updating each type of contract.
- 3: Recommend changes, if any, that should be effected to enhance the effectiveness of the various types of PPP contracts.
- 4: Carryout any other tasks consistent with the aforesaid objectives.

Introduction

Public –Private Partnership (PPP) is collaboration between public and private sector organizations in public service delivery. The overall aim of PPP is to meet public needs, which would not have been realized without joint efforts. According to Gildman et al (1995:Viii), for groups of actors are relevant in PPPs. These are: Government, Non-Governmental organizations (NGOS), Community Based Organizations (CBOS); and the private sector.

A. Categories of PPP contracts/circumstances

The following categories of PPP contracts were singled out and discussed by the group:

1. **Outsourcing/Contracting Out**
 - a. Outsourcing was defined as the management and/or day-to-day executions of an entire business function by a third party service provider. This implies

the transferring of a significant amount of management control to the supplier. In theory outsourcing always involves a considerable degree of two-way information exchange, co-ordination and trust, but practice often dictates otherwise.

- b. Group 4 noted the following circumstances that must prevail to apply each of the contract:
 - (i) The group pointed out that most organizations outsource non-core operations or jobs from internal production within a business to an external entity such as a subcontractor, that specializes in that operation.
 - (ii) Where the service delivery has proved to be inadequate and sustainable.
 - (iii) Where the overhead costs of customer service would be typically less; most


2. **Leasing/Concessioning**

- a. Leasing is a long term agreement to rent equipment, land, buildings or any other asset. In return for most-but not all of the benefits of ownership, the user (Lessee) makes periodic payments to the owner of the asset (Lessor). The lease payment covers the original cost of the equipment or other asset and provides the lessor a profit.
- b. The circumstances that must prevail to apply leasing are:
 - (i) Since lease agreements are legal documents which carry long term obligations, the parties involved must be informed of what they are committing themselves to. For example be sure that the lease arrangements are the best that you can get.
 - (ii) The Lessor should find out the financial condition and reputation of the lessee.
 - (iii) The Lessee should analyze the cost of a lease verses purchase.

3. **BOT (Build, Operate and Transfer)**

- a. BOT is when the asset or service is transferred from the public sector to the private sector.

It normally takes place when the government has insufficient resources to fully manage public assets.

- 
- b. The following circumstances would determine how BOT is applied.
- (i) BOT has to be a long-term profitable investment.
 - (ii) The public sector should analyze the financial condition and reputation of the organization it is transferring the assets to.

NOTE: It important to take note that BOT the organization that intends to undertake this form of partnership should take time to weigh the merits against the demerits.

4. **Joint Venture**

- a. Joint ventures are business entities which provide companies with the opportunities to obtain new capacity and expertise. They allow companies to enter into related businesses or new geographic markets or obtain new technological knowledge.
- b. Conditions under which joint ventures would prevail include:
- (i) Screening of prospective partners, checking and verifying of the partners credentials. This will imply both partners providing facts through interviews with the third party.
 - (ii) Coming up with a joint business plan.

B. Effectiveness of the policy

The main objective of these contracts is better service delivery to the citizens through the combined efforts from the public and private sectors and others stakeholders. The few known studies on PPPs have concentrated on non-core business operations. This means that cost effectiveness can only be established by undertaking further studies.

However there are some evidence of isolated piece of evidence in some African countries. For example in Tanzania and Zambia the privatization policy has made the application of PPPs possible. The application of PPPs is seen in various service deliveries in the Local Authority of these two countries.

C. Recommendations

- There is need to put in place policy frameworks on Public Private Partnerships with articulated guidelines African countries can follow.
- For policies/guidelines to work effectively there is need for different types of skills/capacities for the new role of supervision i.e to manage partnerships.

- There is need to Build Management Capacity and Governance Management process in order to outline.
 - (i) responsibilities /accountabilities
 - (ii) shareholder participation and interest
 - (iii) business priorities; and
 - (iv) strategic sourcing
- It is important to institute Risk Management process in order to define decision making process and operational model, project delivery and sub-contracting of other secondary supplies.

Summary

- PPPs are normally undertaken in non-core activities in order to meet public needs which would not have been realized without joint efforts.
- Application of PPPs in service delivery is a new phenomenon in Africa. They are promoted where the government realizes that it lacks capacity to deliver services to the citizens.
- PPPs are usually promoted where the government perceives that the private partner would be to reduce the cost or increase the quality or level of service from the that which the government could provide on its own.
- This partnership would flourish where the users of the service sees the need or are in support of the enrolment of a private partner.
- The teams involved in PPPs should comprise senior managers who have the ability to understand and manage the complexities and dimensions of Public Private Partnerships. The teams should be able to manage Public Private Partnerships with due diligence.

GROUP 5

Topic: **Research, Training, and Capacity Building Measures in Support of PPP**

Terms of reference

- (i) Highlight the key challenges in governance and sustainable development, as well as the role of the leadership class in responding to these challenges;
- (ii) Assess the relevance and effectiveness of research studies undertaken to-date in the area of governance and



development, while at the same time suggesting practical measures to fill perceived gaps (particularly, as regards concept formation, generation and testing of hypotheses, and conduct of empirical research);

- (iii) Examine the role of MDIs, Staff Colleges and University schools/Faculties of Management in extending the boundaries of knowledge and propagating good practices in governance and public administration/management;
- (iv) Recommend additional measures that need to be adopted to enhance the contributions of MDIs, etc., and their faculty staff to good governance and sustainable development; and
- (v) Further recommend measures to promote a meeting of minds, and sustain meaningful dialogue, among African public administration scholars, and between these scholars, on the one hand, and on the other, state and non-state actors.

Key challenges in governance and sustainable development

- (a) Insecurity of tenure of top leadership in Public Service as well as short period of tenure. This is due to:
 - Fear of dismissal;
 - Fear to perform as one ought to;
 - Short contracts
- (b) Fast changing technology that leave some technocrats behind.
- (c) Inadequate capacity to prioritize and implement policies.
- (d) Adversarial relationship between policy makers and policy implementers
- (e) Inadequate institutional capacities to carry out government programmes as well as leaders not being accountable.
- (f) Inappropriate conduct of both the public and private sectors
- (g) Relationship between traditional leaders and government
- (h) Limited Financial Resources.

Role of the leadership class in responding to these challenges

- (a) Put in place fair and transparent processes and systems that guarantee tenure e.g. Performance Management System.
- (b) Lengthen the contract period from 3 to 5 years
- (c) Government should invest in ICT and staff should be trained in the use of this technology

- (d) Build capacity to prioritize and implement policies.
- (e) Make clear policy guidelines that are understood by all stakeholders.
- (f) Need to make proper policy choices – e.g. Agriculture. Look for high growth areas.
- (g) Have home-grown priorities, not those imposed on us by development partners.
- (h) Clearly harmonise the roles of the two as both are working towards the same goals.
- (i) Formulate clear policies which should be achievable and measurable.
- (j) Formalize consultations with all key stakeholders in the policy making process.
- (k) Hold induction and sensitisation workshops for the two.
- (l) Have an orientation period for new politicians;
- (m) Hold regular retreats for both.
- (n) Strengthen institutional capacities
- (o) Ensure independence of the institutions.
- (p) Sensitize the Public/Private sectors about the evils of corruption and about the importance of transparency and accountability.
- (q) Strengthen the bodies that handle corruption: - Police, Parliament, Auditor General, etc,
- (r) Keep traditional leaders informed about government intentions,
- (s) There should be cooperation and consultation between the two
- (t) Prudent use of financial and other resources.


Relevance and effectiveness of research studies undertaken to date

From experience:

- (a) Our Policies are not well grounded in relevant research;
- (b) Development partners have been driving our policies
- (c) Our governments have inadequately funding relevant and applicable research.

What form should AAPAM presentations take in order to enhance evidence – based policy making?

- (a) Proper terms of reference should be given to people carrying out the research, including a framework for presentation
- (b) Research should strictly address the given theme for the conference
- (c) There should be strict criteria for selection of papers.
- (d) There should be a selection committee to veto the papers to be presented
- (e) Authors should make clear, implementable recommendations
- (f) Involve practitioners to breach the gap between theory and practice

- 
- (g) Submission and reproduction of papers before opening of conferences.
 - (h) Identify lessons to emulate from different countries – both successes and challenges
 - (i) Research should answer particular concerns.

Role of MDIs, Staff Colleges and Universities in extending knowledge and good practices

Universities carry out theoretical and empirical research to expand general knowledge. MDIs and Staff Colleges should provide skills to civil servants for career development and performance improvement:

- (a) For good governance, MDIs and Staff Colleges should remain under the control of government
- (b) Universities should carry out independent research which should inform policy making.
- (c) Governments should prioritize research by creating strong Government Research and Development Units within Ministries.
- (d) Governments should collaborate closely with the Universities especially in the area of applied research

Additional Measures to be adopted:

- (a) Increase funding to MDIs and Staff Colleges
- (b) Make MDIs and Staff College autonomous
- (c) Carry out needs assessment before research is carried out

Measure to promote a meeting of minds, etc.

- (a) Increase participation of the private sector at AAPAM conference
- (b) Improve use of technology for members to communicate; improve the website.
- (c) Increase publications – the Journals and Newsletters
- (d) AAPAM to identify Non State Actors to cooperate with
- (e) Make the AAPAM Chapters in home countries more active amongst themselves and with Non State Actors.

Once the above and other related measures are implemented, they are likely to promote research, training and capacity building in support of PPP.

Annex 1

Speeches

Opening Ceremony

(i) Remarks by


Mr Answell W. Saka

Chairperson of the National Organising Committee and Executive Director,
National Institute of Public Administration (NIPA)

- The Honourable Minister of Foreign Affairs, Reverend Lt. General R. Shikapwasha, MP
- Honourable F. Mutati, MP, Minister of Energy and Water Development
- Honourable A. Simango, MP, Provincial Minister, Southern Province
- Honourable (Dr) P. Sekatle, Minister of Local Government of the Kingdom of Lesotho
- His Royal Highness Chief Mukuni
- Heads of Public Service from other African countries present
- His Worship the Mayor of the City of Livingstone
- Members of the AAPAM Executive Committee
- Permanent Secretaries and Chief Executive Officers of public institutions present
- Members of the AAPAM Council and Chairperson of National Chapters
- Representatives of AAPAM development partners
- Members of the national organising committee for the Roundtable Conference
- The Secretary General of AAPAM
- Distinguished invited guests
- Ladies and gentlemen

Good morning to you all!

My name is Answell Saka and am the Chairperson of the National Organising Committee of this 27th AAPAM Roundtable Conference and Executive Director of the National Institute of Public Administration (NIPA). I welcome you to the opening ceremony of this conference.



I am delighted, ladies and gentlemen, at the fact that you were able to make it to this place. We have received reports of a few delegates having problems to find their way to livingstone but generally most of us are here.

Distinguished delegates, the National Organising Committee was put together by the Government of Zambia in April 2005 soon after the last conference accepted Zambia's offer to host this conference. Since then, we have been working around the clock to put in place all the logistics for a successful 27th AAPAM Roundtable Conference.

Apart from myself, the following were the other members of the national organising committee, and I ask them to identify themselves:

- I) Mr. L. Aongola, from Ministry of Tourism, Environment and Natural Resources'
- Ii) Ms. I. Nayame from Cabinet Office;
- Iii) Ms. L. Mulube from Public Service Management Division;
- Iv) Ms. M. Tumbila from Cabinet Office;
- V) Mr. G. F. Makambwe from Ministry of Community Development and Social Services;
- Vi) Captain J. Kasanga from Ministry of Work and Supply;
- Vii) Mrs N. Mutiti from Immigration Department;
- Viii) Mr. I. Kalebwe from the Zambia Police Service;
- Ix) Mr. V. M. Chibale from Office of the President;
- X) Mr. G. Wakumelo from the Ministry of Foreign Affairs, and last but not the least
- Xi) Mr. T. D. C. Syamunyangwa from the National Institute of Public Administration.

I would also like to report that apart from these members of the National Organising Committee, there were several other officers who participated in the sub-committees that were constituted to deal with specific issues. I thank them all for their contributions.

May I take his opportunity to thank the Zambian Government for the confidence they conferred in us to organise this important conference. The Government of Zambia also provided the material, financial and human resources towards the organisation of this conference. True to the theme of this conference, a number of organisations contributed in one way or another to the hosting of this conference. These include the Zambia National Commercial Bank (ZANACO); the Bank of Zambia (BOZ), the National Pensions Schemes Authority (NAPSA), the Mulungushi Village Complex and Celtel. I would like to thank them for their generous contributions.

I also wish to thank management of Zambezi Sun Hotel for having accepted to host this important conference.

Ladies and gentlemen, I now have the pleasure of introducing the high table

- Starting with our guest of honour who is Reverend Lt. General R. Shikapwasha, MP, Minister of Foreign Affairs;
- Next is honourable F. Mutati, MP, Minister of Energy and Water Development;
- Honourable A. Simango, MP Provincial Minister for Southern Province;
- Honourable (Dr) P. Sekatle, Minister for Local Government of the Kingdom of Lesotho who is also a past Honorary Patron;
- Honourable S. Sikota, Member of Parliament for Livingstone Constituency;
- His Royal Highness Chief Mukuni;
- Mr. J. Mitala, Head of the Public Service and Secretary to the Cabinet of the Government of the Republic of Uganda;
- Dr. J. L. Kanganja, Secretary to the Cabinet of the Government of the Republic of Zambia and Chairman of the Zambian Chapter of AAPAM;
- His Worship Mr. Chidakwa, the Mayor of the City of Livingstone;
- Dr. Y. R. Barongo, AAPAM Secretary General.

It is now my pleasure to introduce the delegations represented at this conference:
Country by country:

- Angola
- Botswana
- Canada
- The Gambia
- Ghana
- Kenya
- Lesotho
- Malawi
- Namibia
- Nigeria
- Sierra Leone
- South Africa
- Swaziland
- Tanzania
- Uganda
- GIDD, Commonwealth Secretariat, London
- UNDESA, United Nations, New York
- Institute of Public Administration of Canada (IPAC)
- Economic Organisation of West African States (ECOWAS)
- East African Community (EAC)

In accordance with our programme, I now call upon the first speaker of this morning, Dr. J. L. Kanganja, who is the chief host to give his welcome remarks.



Statement by the Chief Host

Dr. Joshua L. Kanganja, Secretary to the Cabinet

- Hon. Lt. Gen. Ronnie Shikapwasha, MP., Minister of Foreign Affairs, Government of The Republic of Zambia
- Hon. Felix Mutati, MP., Minister of Energy and Water Development, Government of the Republic of Zambia
- Honourable Alice Simango, MP., Provincial Minister, Southern Province, Government of the Republic of Zambia
- Honourable Dr. (Mrs.) Pontso Sekatle, Minister of Local Government from the Kingdom of Lesotho
- Heads of Public Service from Countries Present
 - Uganda
 - Kingdom of lesotho
 - Republic of south africa
- Permanent Secretaries and Chief Executive Officers or their representatives present
- The Secretary General of AAPAM
- Members of the Diplomatic Corps
- Members of the AAPAM Executive Committee
- Members of the AAPAM Council and Chairpersons of the nation chapters
- Representatives of AAPAM Development Partners
- The Chairperson and members of the National Organising Committee for the Roundtable Conference
- Invited guests
- Ladies and gentlemen - All protocol observed

It is with great pleasure that i warmly welcome you all to the 27th aapam round table conference and indeed to Livingstone, our tourist capital.

The venue of this conference, within the precinct of the Victoria Falls, which is one of the seven wonders of the world, gives me confidence that the delegates to this conference will undetake their deliberations in an enabling and invigorating environment. Additionally, you should find the people of Zambia warm and welcoming.

Ladies and gentlemen, although my task this morning is simple, namely, that of introducing the Guest of Honour, the Hon. Minister of Foreign Affairs, Hon. Lt. Gen. Ronnie Shikapwasha, MP., please allow me to say a few words.

Firstly, I wish to thank the executive committee of AAPAM for choosing Zambia as the venue of this 27th AAPAM Annual Roudntable Conference. The choice of Zambia

is an honour to us particularly that it has come in the year that we have started our vigorous tourism promotion and marketing campaign i.e. "**the visit Zambia campaign 2005**". In addition, the town of Livingstone is this year celebrating its centenary and 150 years since the missionary and explorer Dr. David Livingstone sighted the Victoria Falls as I earlier alluded to.

Guest of honour, fellow delegates, distinguished ladies and gentlemen, the choice of Zambia to host this conference with the theme "**harnessing the partnership of the public and non-state sectors for Sustainable development and good governance in Africa. Problems and the way forward**" is very benefiting given the experience that our country has gone through since the advent of economic liberalisation which begun in the early 1990's. We have achieved success in some areas but challenges still abound in others.

Consequently, we in Zambia hope to gain from attending and participating in this conference as we shall be able to share ideas and experiences with the distinguished resource persons as well as other eminent delegates gathered here in Livingstone. Our Zambian delegation to this conference is quite sizeable and this is good for AAPAM as I am confident that the AAPAM membership base will increase, as a result of our participation in the 27th Roundtable Conference being held in Zambia.


I wish to assure the AAPAM executive that my office will do its best to ensure that the Zambian chapter is active and delivers so that its existence is not only visible but also respected as a result of its activities. I must admit that the Zambian chapter has not done very well since the late 1998 and that as such we need to do more and better, as AAPAM we stand to benefit from the activities of AAPAM.

In conclusion, I wish to take this opportunity to thank in particular the following partners/sponsors without whose facilitation it would have been almost impossible to hold this roundtable conference today and these are:

- The African Capacity Building Foundation (ABCF);
- The Commonwealth Secretariat; and
- The Institute for Public Administration Canada – IPAC

It should be apparent to most of us assembled here today that various employers inclusive of governments have sponsored their employees. Without such sponsorship and support, the turn-out would have not been good as it is. So employers also need to be thanked.

At our national level special thanks go to the Bank of Zambia, Mulungushi village, National Pensions Scheme Authority (NAPSA) and the Zambia National Commercial Bank (ZANACO).



In addition, I would be failing in my duty if i did not thank the aapam executive committee and our national organising committee, respectively, for their selfless efforts that they have put in to ensure that we are here today to meet and deliberate an important theme related to the development of our various countries.

In concluding my remarks, I wish to sincerely and unreservedly apologise for the inconvenience and embarrassment caused to some senior foreign delegates, due to information gaps that occurred shortly before delegates were to arrive.

With these remarks, it is now my honour and privilege to call upon the Guest of Honour, the Minister of Foreign Affairs, Honourable Lt. Gen. Ronnie Shikapwasha, MP., to come and deliver his opening address.

The Honourable Minister of Foreign affairs, sir!

Statement by

Mr. Guido Bertucci,

Director, Division for Public Administration and Development Management
(United Nations Department of Economic and Social Affairs)


- The Guest of Honour, Hon. Lt. Gen. R. Shikapwasha, MP, Minister of Foreign Affairs, Government of the Republic of Zambia,
- The Chief Host Dr. Kanganja, Secretary to Cabinet, Government of the Republic of Zambia,
- Chairperson,
- The President of AAPAM, Mr. John Mitala
- The AAPAM Secretary-General, Prof. Yolamu Balongo
- Your Excellencies,
- Distinguished Guests
- Ladies and Gentlemen.

On behalf of the United nations Department of Economic and Social Affairs (UNDESA, I would like to begin by thanking the President and the Executive Committee of AAPAM for honoring me with an invitation to address the 27th Roundtable attended by such a distinguished audience of practitioners, professionals, experts and academics of public administration. The United Nations Department of Economic and Social Affairs (UNDESA) through its Division for Public Administration and Development Management which I head is very proud to be associated with AAPAM especially because we know that, on the African continent, the Association represents sustained effort and commitment to building capacity for effective public administration and good governance. The core mandates, mission, and activities of AAPAM rhyme very well with the work of UNDESA related to governance and public administration.

Even though exigencies of work made it impossible for me to be here in person and to interact with the Government and public service leaders attending the Roundtable, I am glad that my Division, the Division for Public Administration and Development Management has continued to collaborate with AAPAM in matters of public administration institutional revitalization and capacity building initiatives on the African continent. I am also delighted to be represented in person by Dr. John-Mary Kauzya, Chief of Governance and Public Administration Branch, who has been mandated to read my statement to you, and by Prof. Jide Balogun, Senior Adviser, who is to backstop the Conference as Chief Rapporteur. I hope that the backstopping provided by Jide will constitute a humble contribution by UNDESA/DPADM to the success of the Roundtable.

This 27th Roundtable Conference marks yet another landmark in the efforts of African leaders to build the human and institutional capacities essential to the achievement of the NEPAD's underlying objectives, and, particularly, to the effective implementation of the Partnership's Governance and Public Administration Programme adopted in May 2003 by the Pan African Conference of Ministers of Public Service in Stellenbosch, South Africa. The United Nations Department of Economic and Social Affairs is proud to be associated with these laudable institutional capacity building initiatives. Right from the beginning when the African Public Service Ministers expressed the determination to redeem the image of the public service, and to transform the institution into a veritable agent of, and partner in, economic growth and sustainable development, the Department has consistently supported projects and activities that the African leaders identified as critical to the realization of these objectives. Whether the reference is to the Tangier Declaration of 1994, the Rabat Declaration of 1998, or the Windhoek Declaration that led to the adoption of the Charter for the Public Service in Africa in February 2001, UNDESA has demonstrated its commitment to the African leaders' efforts at revitalizing the public service and endowing it with the capacities needed to respond adequately to mounting domestic and global challenges.

I wish to underscore the fact that the UNDESA's modest contributions to date have been made possible largely by the encouragement we have received from within the continent. Besides the African Public Service Ministers who operated within the framework of the Pan African Conference of Ministers and provided the much appreciated guidance on the directions to follow, I must acknowledge the support and cooperation of other key partners. Among the other partners that we have actively worked with in the region are the former Organization of African Unity (now the African Union), the NEPAD as well as the APRM Secretariats, the Commonwealth Secretariat, the Africa Capacity Building Foundation, CAFRAD, our sister agencies within the UN family, and finally, the African Association for Public Administration and Management. In addition, we have forged ties with Ministers in



charge of local governments as well as speakers of parliaments in Africa in our efforts to strengthen capacities of national parliaments and local governments.

Distinguished Chairman, Ladies and Gentlemen, please allow me to dilate a bit on our relations with AAPAM. This Pan African body established in 1978 has certainly come a long way. It has evolved from a small-scale enterprise, limited to the organization of Pan African Public Administration Seminars, to an association of high-ranking Government officials and corporate institutions engaging in research, publication, networking and capacity building pursuits. In fact, its devotion to the cause of excellence in the field of public administration is what brought it to the attention of UNDESA and recommended it as a partner that the Department could collaborate with in substantive, analytical, normative, and technical cooperation activities within the Africa region. Under the able and dynamic leadership of the AAPAM President, and of the Secretary-General, the Association has been associated with wide ranging UNDESA initiatives, notably, the Africa Regional Forum on Reinventing Government, seminars on Public Sector leadership capacity building in Africa, and our work on integrity, ethics, transparency and accountability in Africa including the workshop on strategies for mainstreaming professionalism and ethics in the public service held in Addis Ababa in December 2004.

Although resources and prior commitments sometimes do not allow us to move at the speed that we would like to take, allow to state that UNDESA is seeking to extend collaboration with AAPAM on the following: (i) Substantive inputs into the Africa regional Forum on Re-inventing Government scheduled to take place attentively in Addis Ababa (Ethiopia) in November or December 2006, (ii) AAPAM becoming an institutional member of the United nations Public Administration Network (UNPAN), and the United nations Public Service Awards. I hope Dr. Kauzya will take advantage of this Roundtable and discuss with AAPAM on how to move forward on this collaboration. Like the Commonwealth Secretariat, UNDP, and the Economic Commission for Africa, AAPAM participated actively in the deliberations of the Workshop on Strategies for Mainstreaming Professionalism and Ethics in the African Public Service held in Addis Ababa, Ethiopia, from 29 November to 3 December 2004.

UNDESA collaborated with the Association in its Roundtables in Banjul, Mombassa and once again we are happy to work with you in this beautiful city of Livingstone. We are looking forward to further collaboration in strengthening good governance and public administration for poverty reduction and wealth creation in Africa.

Finally allow me, on behalf of UNDESA, to thank the Government and People of Zambia for the warm welcome accorded to us and for hosting this Roundtable. I wish you and everybody fruitful deliberations and look forward to read the conclusions and recommendations you of the Roundtable.

Solidarity Statement

By Mr. Joseph Galimberti

Executive Director, IPAC

I would like to bring greetings to you from all the members of the Institute of Public Administration of Canada or as it is known by its acronym, IPAC. It is a great pleasure to be with you in this very beautiful resort in Livingstone.

IPAC and AAPAM have been collaborating over the years because we have similar mandates to improve public administration in our respective jurisdictions by generating knowledge and sharing best practices and new ideas - IPAC with governments in Canada and AAPAM with governments in Africa.

As AAPAM has a role of generating a literature on African public administration so too does IPAC for Canadian public administration. Last May IPAC organized a conference called **"Leadership lessons of Secretaries to Cabinet"** since little was known about the role of what some have referred as the Chief Executive Officer of Government. The proceedings of the conference will be published in the next few months. When I was at the Mombasa Conference last March, IPAC and AAPAM thought that it was a good idea to have some African Cabinet Secretaries to attend even though the programme was already complete and was too late to include the African dimension in the Programme. We were delighted that through AAPAM, 5 Cabinet Secretaries were able to attend and that another 20 African were able to be there under other auspices.

This April IPAC will be holding a Conference on **"Leadership Lessons of Deputy Ministers"** or as they are better known in Commonwealth countries as Permanent Secretaries, since again we have little literature on the role of this high office in government. But this time IPAC is better organized to collaborate with its AAPAM partners. We will be working with AAPAM to secure four or five African speakers on the topic. The Conference will be held in Toronto on April 20, 21, for those who can make it.

Some of the delegates here may know that IPAC was one of the founders of the Commonwealth Association for Public Administration and Management. As a result IPAC organized the inaugural CAPAM Conference in Charlottetown P.E.I in 1994 in conjunction with the annual IPAC Conference. Some of you may have been there at this historic event. IPAC rotates its Conferences through Canadian Provinces and in 2006 we are back in Charlottetown, August 25 to 28. The theme is **"In Search of Democracy"**. Details will be soon be appearing on the IPAC Website, www.ipac.ca. I hope to see some of you there.

Thank you.



Speech by the AAPAM President

Mr John Mitala

President of AAPAM
Head of Public Service and
Secretary to Cabinet
Government of Uganda

- Our Guest of Honour, Hon. Lt. Gen. R. Shikapwasha, MP, Minister of Foreign Affairs, Government of the Republic of Zambia
- Your Lordship, the Mayor of Livingstone
- Members of the Executive Committee of AAPAM
- Our Distinguished Partners
- Delegates to the 27th Roundtable
- Members of the Press
- Ladies and Gentlemen

On behalf of the Executive Committee of AAPAM, I thank you our Guest of Honour for having accepted our invitation to come and officiate at the opening ceremony of our 27th Roundtable Conference this morning. The fact that you have taken time off your busy schedule to come to be with us is clear testimony of the support of your country to our Association. Permit me also to extend a warm welcome to all Delegates who have come to attend the 27th Roundtable Conference. We welcome all our collaborators and partners in development present at this Conference.

Having extended a warm welcome to everybody, I would now like to express our deepest appreciation to the Government of the Republic of Zambia for not only having accepted to host this Roundtable Conference but also for the excellent arrangements that have been put in place for the smooth running of everything. We are particularly grateful for the warm welcome which has made some of us feel that we are not away from home. We are very grateful to our partners for the continued support without which it would have been quite difficult to fund a number of activities associated with our Roundtable Conferences.


Our Guest of Honour, the Theme of the Roundtable Conference you are about to open is "**Harnessing the Partnership of the Public and Non-State Sectors for Sustainable Development and Good Governance in Africa: Problems and the Way Forward.**"

This is almost a follow-up of the Theme of the 26th Roundtable Conference, which was held in Mombasa, Kenya in March this year. The Theme then was, "**The Enabling State and the Role of the Public Service in Wealth Creation: Problems and Strategies for Development in Africa.**" Those who have the requisite capacity

have prepared excellent papers and I have no doubt in my mind that we are going to have very lively discussions during the days we shall spend here.

Our Guest of Honour and Distinguished Delegates, three years ago in Maseru, the Kingdom of Lesotho, the Executive Committee, which I head was elected into Office to run the affairs of AAPAM for the next three years. Since our three years' journey will be coming to an end during this Roundtable Conference, permit me to report to you, in summary what has happened during this period as follows:

- (1) When we took over Office, our Association was like a person who was very sick. It was heavily indebted, it had been without a Secretary General for quite sometime, it had no Strategic Plan and membership was increasingly dwindling. It is therefore, not surprising that the matching orders we got when we were elected at the Maseru Conference, were clear and simple, "To bring the Association back to a sound footing." If we knew what lay ahead may be some of us would have had a second thought. Nevertheless, conscious of the fact that AAPAM was a child of the entire African Continent and counting on the support from all of you, we decided to take on the challenge unreservedly.
- (2) The first major step we took as Executive was to try and stabilize the financial base of our Association. We agreed that for our first year in office, we would persuade our respective Governments to meet our airfares as well as hotel accommodation expenses whenever we went to Nairobi for our meetings. This was achieved and we are grateful to our respective Governments for that contribution. AAPAM is now in position to accommodate the economy fare of our tickets and hotel accommodation whenever we are required to do work in Nairobi.
- (3) Although previous Executive Committee Meetings used to be held in hotels, we thought that this was a cost which could be avoided without compromising the quality of our deliberations. We accordingly resolved to hold all Executive Committee Meetings at the AAPAM Office in Nairobi, Kenya. This enabled our Association to realise some savings. We also resolved to keep the Executive Committee Meetings to a minimum by allowing the Secretary General some wide latitude to work and to be able to consult us using modern technology without having to convene in Nairobi.
- (4) As stated earlier, for a couple of years our Association had no substantive Secretary General and this made the administration quite difficult. We were only lucky that one dedicated person in the name of Mr. Hudson Bigogo, almost single handedly kept on handling whatever there was to ensure that



the "patient" does not die. We thank the Government of the Republic of Kenya for the support that was accorded to him to continue.

We took immediate steps and we recruited a Secretary General for our Association in the name of Dr. Barongo who assumed office on 12th January 2004. A good number of you have seen him physically or through various correspondences. So far he has done well, and I hope he will continue to work hard for our Association. Other staff were also recruited and some modern equipment bought for office use.

The Association also moved from the centre of the City to another location, which is not far but is more spacious and reasonably priced.

- (5) AAPAM's Five Year Strategic Plan was worked out, internally discussed and also discussed with our major partner, the Institute of Public Administration of Canada, (IPAC).

On your behalf and my own behalf I would like to register our deepest appreciation to the Government of the Republic of Kenya for the support it has continued to accord to our Association through the Head of Civil Service and the Directorate of Personnel Management.


- (6) Since AAPAM's source of funding is from subventions by Governments, the Secretary General was tasked to take up this challenge. It is gratifying that a number of countries have responded positively. Our appeal is that all African countries should come out to support their Association. If we fail to support our Association, we should not be surprised one day if IPAC, CAPAM, Commonwealth Secretariat etc., pose a question as to why they should continue to support an organisation whose owners seem not to support fully. Distinguished delegates from our Continent should not create an environment for that to happen.
- (7) On membership we are gratified that since we left Maseru, we have had more and more delegates attending the Roundtable Conferences. As an illustration, in Maseru, Lesotho 121 delegates attended the 24th Roundtable Conference. In 2004 a total of 132 delegates attended the 25th Roundtable Conference in Banjul, the Gambia. In March this year, we had 146 delegates attending the 26th Roundtable Conference in Mombasa, Kenya. The Mombasa Roundtable Conference had another significant dimension in that we had some two Heads of Civil Service attending as well as all the former Secretaries General of our Association.
- (8) Although for quite sometime some countries tended to look at AAPAM as embracing more the Anglophone African countries, I am happy to report

that through the United Nations Department of Economic and Social Affairs (UNDESA) facilitation, the Francophone countries were brought on board during our 25th Roundtable Conference in Banjul, the Gambia. We accordingly resolved to have our documents printed both in English and French and to have simultaneous translations during our Roundtable Conferences.

- (9) Collaboration with the following organisations has been strengthened; the Institute of Public Administration of Canada (IPAC), the Commonwealth Secretariat, the Commonwealth Association of Public Administration and Management (CAPAM), the Africa Capacity Building Foundation (ACBF) and the United Nations Department of Economic and Social Affairs (UNDESA). We are very grateful for all the love and support that has been extended in various forms to AAPAM. For example, for a number of years, IPAC has through its International Programmes funded by CIDA, provided support for AAPAM's Annual Roundtable Conferences. In addition, IPAC, provided funds and facilities for the induction and mentoring of the Secretary General for two weeks at its Head Office in Toronto, Canada. The Secretary General has also been sponsored to various Workshops and Conferences by the Commonwealth Secretariat and CAPAM as contributions by these partners towards capacity building at the AAPAM Secretariat. CAPAM has recently contributed to the publicity of our Association by putting in its Newsletter of July 2005, a detailed summary of the proceedings of the 26th Roundtable Conference that was held in Mombasa. The Commonwealth Secretariat, through the Commonwealth Fund for Technical Cooperation, has enabled AAPAM to sponsor a number of delegates to this Conference from the Commonwealth African Countries. We thank them for this gesture of support.
- (10) Our Guest of Honour and Distinguished Delegates, one major innovations we embarked on during our term in Office was the establishment of the AAPAM Awards to recognize excellent performance and contribution in the Public Service. IPAC has been very instrumental in this area given its long experience and the fact that it is the one which helped CAPAM to come out with its Awards. As you will see from the Conference Programme, the AAPAM Awards are to be Launched during the Conference on Wednesday, 7th December. We are optimistic that next year, some of the Awards will be given out to deserving winners.

Although we can confidently say that AAPAM is now back on a firm footing, we view the following as still major challenges:

- (1) **Mobilisation of Financial Resources to make our Association more and more self-reliant.** While our development partners have been very



generous for many years, we cannot take it for granted that they will continue to carry the burden of funding indefinitely. One of the ways is to request our Governments to step up their subventions to the Association. Ideas on how we can also widen our resource base are very welcome.

- (2) **Mobilisation of membership by encouraging countries to revitalize the National Chapters where they used to exist and establish new ones where none existed before.** We think that the Heads of Civil/Public Service can be very instrumental in this area. We should also work harder towards getting more and more French and Arab speaking African countries to join the Association.
- (3) **Implementation of the Association's strategic Plan.** As stated earlier on, the Strategic Plan was completed. However, its implementation is very much dependent on the availability of funds. We are convinced that if all countries paid in their subventions we would be able to go a long way towards implementing that Strategic Plan.
- (4) **Hosting of Roundtable Conferences.** Since the Roundtable Conferences of our Association are of a high profile, they have been hosted by governments. The challenge we have is to get offers and confirmations in good time to enable the Secretariat to get on with the preparations quite early especially when it comes to documentation.
- (5) **During our Roundtable Conferences we come out with good resolutions/recommendations.** However, we are yet to come out with a concrete mechanism to find out how such resolutions/recommendations are implemented if at all. This is important because the topics we choose for conferences are designed to deal with important questions facing our continent.
- (6) **Publications.** Although AAPAM was renown for its good publications, most of them are to some extent out of date. We should not only consider publishing new books, consideration may be given to coming up with revised editions of the existing ones.

Distinguished Delegates, in my acceptance speech in Maseru, I said, among other things, that a single tree no matter how big, cannot make a forest and I implored everybody to support us in the work that lay ahead of us. I thank you for all your support to our Association and I appeal to you to continue with the same enthusiasm if not more. We reiterate our gratitude to the Government of the Republic of Kenya not only for its continued hosting of the Headquarters of our Association but for all the direct and indirect assistance it has continued to extend to it. Although that assistance cannot be quantified in monetary terms the results are known to us. Mr. Joseph Galimberti, Executive Director, IPAC and Ms. Ann Masson, Director of IPAC

International Programmes are thanked for the personal interest they have shown in our Association and their unwavering support in everything. Prof. Victor Ayeni is very much thanked for not only keeping us in close touch with the Commonwealth Secretariat but also for the good work he has done as Editor of the AAPAM Journal.

The Secretary General and your staff are thanked for your dedicated work. Keep on and continue building on the achievements. To the many who have been contributing but will never see the inside of our Roundtable Conferences, we salute you.

In an exceptional way, I would like to express my profound thanks to our Patron, Hon. Dr. Pontso Sekatle and members of the Executive Committee for their love and total commitment to our Association. They are wonderful people who have accorded to me maximum support and co-operation. All that has been achieved during the last three years has been through team spirit, which we have enjoyed amongst ourselves because we know very well that the word, "TEAM" is only an abbreviation meaning that, "TOGETHER EVERYONE ACHIEVES MORE." May God reward you abundantly. However, for whatever we have failed to do, I take responsibility as President of AAPAM.

Lastly, since Members of the Executive Committee are first and foremost employees of our respective Governments, I thank those Governments for allowing us time off to attend to matters of AAPAM.

Distinguished Delegates, at the beginning I stated that the three-year term of the current Executive Committee will be coming to an end during this Roundtable Conference. As we get down with business, keep in mind that at one point you will be called upon to exercise your constitutional right to participate fully in the election.

LONG LIVE AAPAM, because

"TO NONE WILL WE DENY SERVICE,
TO NONE WILL WE DELAY SERVICE AND
TO NONE WILL WE PERVERT SERVICE"

LONG LIVE AFRICA.

Our Guest of Honour and Distinguished Delegates thank you for your kind attention. May the Almighty God bless us all.



Opening Speech by the Guest of Honour

Hon Rev. Lt. Gen. R. Shikapwasha, MP

Minister for Foreign Affairs
Government of the Republic of Zambia

The President of the African Association for Public Administration and Management (AAPAM); Mr. John Mitala'

Honorable Dr. Pontso Sekathe, Minister of Local Government in the Government of the Kingdom of Lesotho; AAPAM Patron'

Honorable Felix Mutati, MP, Minister for Energy and Water Development;

Honorable Alice Simango, MP, Provincial Minister, Southern Province;

Dr. Joshua L. Kanganja, Secretary to the Cabinet, Government of the Republic of Zambia, Chairman of Zambia Chapter and Chief Host;

Members of the Diplomatic Corps; Heads of Delegations from AAPAM Member Countries;

Representatives of International Organizations and other agencies;

Chief Executives of Private and Public Organizations; Distinguished Delegates and all invited guests;

Chairperson, it is with great pleasure that I stand here today to officiate at the 27th Annual Conference of the African Association for Administration and Management (AAPAM).

First and foremost, may I sincerely welcome all the distinguished ladies and gentlemen to this International Conference, and particularly the foreign delegates, to our beautiful Zambia – "The Real Africa." As we affectionately refer to our country. I hope you will enjoy your stay in Livingstone as you sample some of the many tourist attractions.

Ladies and Gentlemen,

I am aware that this conference is being held barely ten months after the last conference in March this year, in Mombasa, Kenya. This I'm sure, has given you enough time to reflect and review the progress you have made in implementing the resolutions of the 26th AAPAM conference.



Chairperson, ladies and gentlemen, I am sure you will agree that most African countries have made tremendous progress in political, social and economic transformation since the 1960s. Of course, there have also been major challenges during this period.

Consequently, Africa needs to work extra hard in order to achieve complete political, social and economic transformation through partnership between the public and non state actors. This is in line with the theme for this year's conference: "Harnessing the Partnership of The Public and Non-State Sectors for Sustainable Development and Good Governance in Africa: Problems and The Way Forward" This theme could not have been chosen at a better time than now.

We desperately need to harness the partnership between the public and private sectors because under the current global economic growth dispensation, the private sector is regarded as the engine of economic growth.

Chairperson, allow me to delve into a very brief historical perspective.


Africa as a continent has come a long way in its pursuit of good governance and sustainable development. Nearly every country in Africa was colonized by Western powers who unfortunately left an indelible mark on the countries they colonized.

In the post-independence era, most African governments, including Zambia, adopted Socialist policies where the State played a major role in the Management of Economic activities. In Zambia, for example about 80 percent of the companies were State owned for practical purposes, the private sector was virtually non existent.

Chairperson, the wind of change on governance that began sweeping from Eastern Europe in the early 1990s finally struck the continent of Africa. Most African countries began embracing democratic values and political pluralism as a system of governance. As a result of this wind of change, a number of African countries undertook constitutional reforms in order to make their constitutions compatible with the political changes. Coupled with that wind of change, there have been structural adjustment programmes and Economic liberalization policies that the countries embarked upon. Consequently, there has been a paradigm shift from a commandist economy to a liberalized one.

Chairperson, Ladies and Gentlemen

Under the current global economic situation, the private sector is considered the engine of economic growth. Thus, business leaders on our continent should contribute to the growth challenges of the continent.



The entrepreneurs, executives and leaders from our continent have, therefore, an immense common stake in issues of poverty reduction, income equality and job creation due to the enormous market potential that has been opened up by the transformation and change of the political climate and economic landscape.

This, Chairperson, is a common vision shared by regional economic groupings on our continent such as the Common Market for Eastern and Southern Africa (COMESA), Economic Community for West African States (ECOWAS) and Southern Africa Development Community (SADC), to mention but a few.

In view of the critical role that the sector plays in contributing to the development of the African economies, I urge you members of the African Association for Public Administration and Management (AAPAM) to continue with your sterling efforts of contributing toward the growth of a vibrant private sector in Africa.

Allow me, Chairperson, to say more on public-private partnerships. We, in Africa should not be deceived that government should have no business in business. Rather governments should have some business in business. For instance, we believe that even in a free market economy, there is need for the state to regulate the conduct of companies, otherwise there be unfair competition, cartels, underhand and corrupt deals or even wanton environmental degradation. Our view, therefore, is that the State and Private sector should be real partners in our quest for good governance and sustainable development. This indeed is in line with the theme for this year's conference!

Chairperson, we on the continent of Africa also acknowledge that globalizaiton is a reality. Although some sources misinterpret globalization to mean that the state has no role to play.

However, far from reducing the role of governments, globalization has enhanced the need for strengthening and increasing the effectiveness of the government and the public sector. Governments will continue to be the primary movers in providing democratic legitimacy to the governance of globalization. We are also aware that governments alone, would not do much in the quest for democratic governance but would need partners. |Therefore one of the challenges that we have in Africa is to build a vibrant private sector, which will propel our economies to greater heights.

Chairperson, ladies and gentlemen, the lessons that we have learnt from developed economies are that, for the economy to take off, there must be three (3) engines of change. These are: Political will, an effective and efficient civil service and a vibrant private sector.

Chairperson, distinguished ladies and gentlemen, I would like to share with you Zambia's experience in that regard. In terms of political will and integrity, my government has demonstrated political will at the highest level. It has left the three arms of government to operate independently in line with the principles of separation of powers.

With regard to integrity in the conduct of public affairs, the Zambian government is pursuing a policy of "Zero tolerance on Corruption."

Service, among other factors, creates serious impediments in the implementation of well intended and meaningful development programmes.

My government, therefore, has taken the challenge to enhance efficiency in the civil service by embarking on the public service reform programme (PRSP). The PRSP aims at transforming the public service into an efficient and cost-effective machinery, which will deliver quality services to the people of Zambia. The programme centers on the implementation of the three (3) components, namely:


- (i) Restructuring Ministries/Institutions and provincial administrations to streamline and rationalize functions;
- (ii) Improving management and human resources performance; and
- (iii) Decentralizing and strengthening the local government system.

The Zambian government is also currently spearheading the private sector development programme to accelerate the establishment of a vibrant private sector in Zambia. Chairperson, you may wish to know that every year, in the last three (3) years, the City of Livingstone has hosted the Zambia private/public sector business forum – popularly known as the Zambia international Business Advisory Council (ZIBAC) meeting which our head of state has attended for all these three (3) years.

Chairperson, ladies and gentlemen, the public and private sector both have social responsibilities towards the citizens of their respective countries in achieving economic social and political transformation. However, this can only be achieved if the two sectors work in close collaboration.

The public/private sector partnership in Africa is not without challenges. For example, one of the challenges is the weak linkage between the public and non state actors. I am happy to note that this is an issue which this workshop will address.

Chairperson, allow me to comment on the issue of foreign direct investment (FDI) in Africa. Despite the enormous problems that Africa faces and the huge potential for attracting foreign direct investment (FDI), our continent continues to be at the bottom of the recipients of FDI. For example, in 2004, Africa received US\$ 18



billion, accounting for only 3 per cent of the world's FDI flows. That state of affairs could be attributed to a number of factors, including the following:

- (i) The poor state of infrastructure in most African countries.
- (ii) Negative reporting by international media, which always brands Africa as a corrupt continent.
- (iii) Perennial civil conflicts in one country or another on the continent make Africa to be perceived as politically unstable and prone to civil strife, and
- (iv) Instability in the macro economic and business environment.

The challenge that we the African leaders and African people have in general is to continue addressing these issues so that we create an enabling environment for increased foreign direct investment. All investors desire an environment in which their investment is safeguarded.

In conclusion, Chairperson, may I state that over the past decade, Africa has made tremendous strides in political and economic transformation which I have alluded to. We also applaud the efforts of our cooperating partners who are interested in seeing Africa over-come her challenges.

We implore the other cooperating partners to unreservedly do more in the area of debt cancellation, because public debt remains Africa's public enemy number one. I am hopeful therefore, that this conference will address some of the challenges I have put across in my remarks.

It is now my honour and privilege distinguished ladies and gentlemen to declare the 27th Annual Round Table Conference officially opened. I wish you success in your deliberations.

May God Bless You All.

Vote of Thanks

Mrs (Dr) M. L. Hamza

AAPAM Vice President for West Africa, Permanent Secretary
Manpower Development Office, Federal Republic of Nigeria

- The Guest of Honour
- Hon. Ministers Present
- Your Lordship the Mayor of Livingstone
- The President and Members of AAPAM Executive Committee
- The Heads of Public Service and Cabinet Secretaries
- Distinguished Delegates, Ladies and Gentlemen.



It gives me great pleasure to be called upon to give a Vote of Thanks on behalf of the AAPAM Executive Committee on this auspicious occasion. My task is simply to express thanks. Thanks, first of all to His Excellency the President, the Government and the People of the Republic of Zambia for hosting the 27th AAPAM Roundtable Conference in this historic City of Livingstone. For a country to accept to host a conference of this magnitude means a lot to AAPAM. It means an expression of great support for the Association and what it stands for, namely, to spearhead Excellence in Public Administration and Good Governance in Africa. We appreciate the great sacrifices, both human and material, which the Government of the Republic of Zambia has made in hosting this conference and ensuring its success. We are grateful to the hospitality which the officials and the people of Zambia have shown us since our arrival in this great country.

We thank you, Sir, Guest of Honour, for sparing part of your busy time to come and preside over this Opening Ceremony. We hope that you will find time, in the course of the week, to attend some of the conference proceedings to share with delegates knowledge and experiences about the various issues that are to be addressed during the conference.

To the Mayor and Citizens of Livingstone, we say Congratulations. We understand that this year the City is celebrating 100 years since it was founded. I am sure that there is no one in this audience who was then born when the city was founded. But it is gratifying to see that the City has outlived its founders and there are people to manage it and to ensure that it grows and prospers for many generations to come.

The success of any conference depends very much on the enthusiasm and commitment of its organizers. In this vein, we would like to appreciate the hard work that has been put in by the National Organizing Committee in organizing this Conference.

Let me take this opportunity to extend our thanks to all our partners in development who have provided financial support for this conference.

Last, but not least, we thank all delegates for choosing to attend this conference and for all Resource Persons for spending time in preparing papers and materials to lead the conference discussions.

The Guest of Honour, Ladies and Gentlemen please accept our sincere thanks and appreciation and May God Help us All.

Thank you.



Closing Session

Statement of Thanks

Mr Ignatius Kashoka

Permanent Secretary
Public Service Management Division

Mr Chairman;

The AAPAM President;

My colleagues Heads of Public Service from Countries present;

Permanent Secretaries and Chief Executive Officers or their representatives present;

Members of AAPAM Executive Committee;

Members of the AAPAM Council and Chairpersons of the National Chapters;

The Secretary General of AAPAM;

Eminent representatives of AAPAM;

Development Partners;

The Chairperson and Members of the National Organising Committee for the Roundtable Conference;

Distinguished invited guests;

Ladies and Gentlemen;

All Protocol observed.

I stand here, ladies and gentlemen, to say a few thanks to a number of people who have helped us make this 27th AAPAM Annual Conference a success.

Out thanks go to the following:

(i) AAPAM Secretariat

- (ii) The Organising Committee
- (iii) The Chief Rapporteur and the Rapporteurs
- (iv) Chairpersons of various sessions
- (v) Presenters of various topics
- (vi) The people who have organised transport for the delegates
- (vii) Protocol Officers who are here
- (viii) Hotel management and staff for providing quality meals and good accommodation and lastly not the least
- (ix) All the delegates who have managed to come here and see Zambia the real Africa
- (x) The Secretariat and Supporting Staff

This conference was blessed by the attendance of three ministers namely: Hon. Lt. Gen. Ronnie Shikapwashwa, Minister for Foreign Affairs, Hon. Felix Mutati, Minister for Energy and Water Development and Hon. (Dr.) Mrs. Pontso Sekatle, Cabinet minister from Lesotho.

This to me is a clear indication that African governments are serious in supporting AAPAM. I wish on your behalf to thank them for having been with us during this conference.


Statement of the Representative of the Host Country for the 28TH Roundtable Conference, November/December 2006

The President of AAPAM
 Heads of Public Services & Secretaries to Cabinet
 Fellow Permanent Secretaries
 Heads of MDI's/Senior Public Officials
 Conference Delegates
 Ladies and Gentlemen

The Government of the United Republic of Tanzania has been associated with AAPAM from its inception. AAPAM was born in Dar es Salaam in 1962 when the Heads of Public Service and Permanent Secretaries of African countries that were independent or nearing independence first met to compare notes on how they were coping with challenges of creating machineries to deal with the demands of independence.

At the end of that first meeting, participants agreed to meet every year with the venue rotating among the respective capitals.

After almost ten such meetings, agreement was reached to formalize the network, and AAPAM was officially launched in Freetown, Sierra Leone in 1971.



Over the years before AAPAM was officially launched and following the official launch, Tanzania remained an active participant in AAPAM activities. And since the launch of the Roundtable series twenty seven years ago, Tanzania has hosted two Roundtables already – one in **1983** on the theme – **“The Changing Ecology of Public Administration and Management in Africa”** and another in **1992** on the theme **“Managing Science and Technology Policy in Africa”**.

We know that hosting a Roundtable is an enormous task and we thank the countries that have shouldered the responsibilities of hosting and especially those that have done so more than once.

As a country that has been associated with AAPAM from its beginning and that has remained engaged with it over the years, my government would want to invite the AAPAM fraternity to hold the 28th Roundtable Conference in the United Republic of Tanzania. Mr. President, the venue of the Conference will be communicated to the AAPAM Secretariat very soon.

Mr. President, Tanzania the land of Kilimanjaro and the roof of Africa is today, the 9th December 2005, celebrating her 44th year of Independence. Please pray for us so that Tanzania continues to enjoy peace which is an important ingredient for “Sustainable Development and Good Governance” – God bless Africa.

Karibuni sana Tanzania.

Mrs Rose Lugembe

Permanent Secretary
Prime Minister’s Office
United Republic of Tanzania

Closing Statement by AAPAM President, Mr John Mitala

Our Guest of Honour
Head of Civil Service and Secretary to Cabinet, Zambia
Heads of Public/Civil Service/Seretaries to Cabinet
Distinguished Delegates
Chief Rapporteur

First and foremost I would like once again to thank the Government of Zambia for hosting our 27th Roundtable which is soon coming to a close. Specific thanks go to Dr. Kanganja for steering through all the local arrangements through your various officers. The Organizing Committee is thanked for the very good work done. We also extend our thanks to the Zambia private sector and corporate institutions, namely, the Bank of Zambia, Zambia National Commercial Bank, the National

Pensions and Security Agency and the Mulungushi Village Complex, for generously meeting some of the expenses that enabled the Conference to run smoothly and to be an enjoyable event for delegates.

Dr Kanganja, on behalf of all Delegates I thank you for the exciting activities which occupied us the whole of yesterday culminating into a grand dinner. The Managements of the hotels that we have used are thanked for their services.

Once again I thank the delegates for having turned up for this Roundtable. Our thanks also go to all those who have been managing our IT.

At this juncture I thank most sincerely our Chief Rapporteur and his team for the work you have carried out during our Conference. I have no doubt that you have had less rest and leisure than anyone of us. All the sacrifice you have made is highly appreciated.

Our first term of office of three years started at the Maseru Sun in 2002. Our second term of three years has started at the Zambezi Sun. What a blessing to start with the Sun twice! With that blessing and all your continued support, I am optimistic that our Association will be able to achieve more.

At this point let me on behalf of all Delegates thank the United Republic of Tanzania for the offer we received a few minutes back to host our 28th Roundtable Conference in 2006. Tanzania thank you for that kind offer.

Distinguished Delegates, apart from the challenge of mobilizing more and more people to take interest in AAPAM and participate fully in its activities, it is high time that **PRACTITIONERS** came out and wrote papers on the Topical Issues we normally set for our Roundtable Conferences. If we do that we shall in my opinion, be able to balance what obtains in the Academic World and what happens in practice.

Ladies and Gentlemen, although the General Assembly meets once every three years, Roundtable Conferences are held annually. I am expecting to meet you during those Conferences and eventually during the General Assembly which we shall have in three years' time. I sincerely apologize for whatever has not gone well with your expectations. Since the largest room in the world is the room to improve, I promise that we shall study your evaluations carefully with a view to performing better next time.

I wish all of you safe journeys to wherever you may be returning to and may **GOD** continue to bless all of us abundantly.

Thank you.

Formal Closing of the Conference by Dr Joshua L. Kanganja

Secretary to the Cabinet, Government of the Republic of Zambia

Mr. Chairman

The AAPAM President

My Colleagues Heads of Public Service from Countries Present

Permanent Secretaries and Chief Executive Officers or their Representatives Present

Members of AAPAM Executive Committee

Members of the Aapam Council and Chairpersons of the National Chapters

The Secretary General Of AAPAM

Eminent Representatives of AAPAM Development Partners

The Chairperson and Members of the National Organising Committee for the Roundtable Conference

Distinguished Invited Guests

Ladies And Gentlemen - All Protocol Observed

At the beginning of this 27th AAPAM Roundtable Conference, I expressed great pleasure and warmly welcomed you to Livingstone.

This notwithstanding I still wish to thank particularly my counterparts who have been here since day one until this moment as well as those who sent representatives at the very highest levels and you distinguished representatives of our all-weather sponsors who made it to Livingstone and effectively contributed to the success of this conference.

I also wish to take this opportunity to congratulate the new AAPAM Executive Committee who have been elected into office at this 27th Roundtable Conference held in Livingstone, Zambia between 5th and 9th December, 2005. I must, however, hasten to add that although you have been in office for the past three (3) years, you will continue to face serious challenges in as far as the continued efforts of strengthening and nurturing of our association is concerned.

Mr. Chairman, allow me now to turn to the deliberations of this roundtable conference. I am fully satisfied that the theme of the conference "*Harnessing the Partnership of the Public and Non-State Sectors for Sustainable Development and Good Governance in Africa: Problems and the Way Forward*" generated a lot of interest and that is why you came and participated in the intense and spirited debate that has characterised this conference. A study of the conference communique that has been agreed today will reveal to us and those who will read the recommendations that the objectives of the conference have been satisfactorily achieved because happily we have agreed and come-up with a common position and the feasible way forward.

From the deliberations we have had over the past five (5) days, there is certainty that the subject of partnerships is both relevant and a most serious challenge of our times for both governments and non-state actors. It should be clear to all that partnerships between the state and non-state actors, especially public-private partnerships, will in no small measure, provide some of the solutions to developmental challenges our countries face today.

It is true, however, that realisation and operatisation of these partnerships is something that requires concerted effort in regard to refocusing and retooling our public services and building and consolidating capacities in negotiating and implementing of these partnerships.

It is, therefore, incumbent upon all of us to ensure that we take serious ownership of some of the progressive ideas and lessons we have learnt from this conference.


Chairperson, many times conferences of this nature are accused of being too academic and utopian and are, therefore, condemned as being a waste of public resources. However, I note from the various papers presented and subsequent plenary discussions that many practical aspects and examples of our theme were highlighted. It was, therefore, encouraging to learn of the practical innovative examples of successful partnerships presentation in the public services in South Africa, out-sourcing of various services by local municipal councils in Tanzania, as well as theoretical and practical guidelines from Ms Farn Annan of Canada.

Distinguished delegates, the measure of the real success of this conference lies in what the respective national leaders of delegations and chapters will do with the resolutions of this conference and this is one of the real challenges for the newly elected leadership of AAPAM. Are we going to meet next time with no report of an evaluation on what each national chapter has done with our resolutions? I hope not.

I did mention in my opening statement that Zambia hoped to gain from attending and participating in the conference, and, I wish to inform you that the Zambian delegation has indeed gained a lot from this conference. This is particularly, true of our young but professionally and technically qualified delegates.

I am, therefore, confident in assuring the AAPAM executive that the Zambian chapter will do its best to ensure that the spirit of rekindled interest in the success of AAPAM by all of us assembled here is nurtured and flourishes.

I am indeed encouraged that during the conference period various delegations used some of their time to hold side-meetings and create linkages.



Speaking for myself I must admit that even during the course of our social outings, I learnt and gained a lot from my counterparts, eminent resource persons and other delegates.

Fellow delegates, as you leave Zambia for your respective countries and homes, please note that if during your stay you had some instances where you were inconvenienced, we as Zambians are most apologetic.

In conclusion, I am delighted and privileged to declare the 27th AAPAM Annual Roundtable Conference under the theme "*Harmonising the Partnership of the Public and Non-State Sectors for Sustainable Development and Good Governance in Africa: Problems and the Way Forward*" officially closed.

I trust that god will bless you all and grant you safe passage back home and i wish you a happy christmas and happy new year.

Thank you.

I wish to thank the following:

- (i) The African Capacity Building Foundation (ACBF), the Commonwealth Secretariat, and the Institute for Public Administration Canada – IPAC for their continued support to the attainment of the objectives of AAPAM;
- (ii) Local partners, the Bank of Zambia, Mulungushi Village, National Pensions Scheme Authority (NAPSA) and the Zambia National Commercial Bank (ZANACO) for the financial and material support rendered to the Zambian government;
- (iii) To the various hotel management and staff for accommodating the delegates for the conference;
- (iv) The local leadership who joined the conference for the official opening and provided lunch for some delegates;
- (v) To the increase in the AAPAM membership base; and
- (vi) The National Organising Committee for the job well done.
- (vii) Various hotels and lodges and their staff who have made our stay in livingstone comfortable.
- (viii) The chief rapporteur and the rapporteurs.
- (ix) The Secretariat and other supporting staff.

Annex II

Conference Communiqué


Introduction

The 27th AAPAM Roundtable was hosted by the Government of the Republic of Zambia and held at the Zambezi Sun Hotel, Livingstone, from 5th to 9th December 2005. Over 180 delegates from 20 countries participated in the Roundtable. These included Ministers of Government, Members of Parliament, Heads of Public Services and Secretaries to Cabinet, Directors-General of Staff Colleges and Management Development Institutes, Chairpersons of Public Service Commissions and other statutory bodies, Senior Government Officials, representatives of international organizations, management consultants, academics and researchers in institutions of higher learning. The countries represented at the Roundtable included: Angola, Botswana, Cameroon, Canada, Ghana, Kenya, Lesotho, Malawi, Mauritius, Namibia, Nigeria, Sierra Leone, South Africa, Swaziland, Seychelles, Tanzania, The Gambia, Uganda, United Kingdom, and Zambia. The United Nations Department of Economic and Social Affairs (UNDESA), the Canadian International Development Agency (CIDA), the Institute of Public Administration of Canada (IPAC), the Commonwealth Secretariat and the Economic Community of West African States (ECOWAS) are among the development partners represented at the Roundtable.

The Roundtable was a continuation of a tradition dating back to 1978 when the African Association for Public Administration and Management (AAPAM) launched its Annual Roundtable conference series. The Conferences have since been held in different member countries, with each conference addressing issues of contemporary relevance and concern, and drawing on the insight and experiences of policy makers, senior public officials, corporate and civic society leaders, and renowned public administration and management scholars.

The theme of the 2005 Conference was **"Harnessing the Partnership of the Public and Non-State Sectors for Sustainable Development and Good Governance in Africa: Problems and the Way forward."**

The Conference was declared open by the Honourable Reverend Lt. General Ronnie Shikapwashya, MP, Minister of Foreign Affairs, Republic of Zambia, and Guest of Honour at the occasion. Other dignitaries present at the opening ceremony were



Honourable A. Simango, M.P. and Provincial Minister, Southern Province, Zambia; Honourable Dr. Pontso Sekatle, Minister of Local Government of the Kingdom of Lesotho; Heads of Public Service from various African countries; His Worship the Mayor of the City of Livingstone; Honourable Sakwiba Sikota, Member of Parliament for Livingstone; members of the AAPAM Executive Committee; Permanent Secretaries and Chief Executive Officers of Public Institutions; Members of the AAPAM Council and Chairpersons of National Chapters; representatives of AAPAM's external partners; Mr. John Mitala, AAPAM President, Head of Public Service and Secretary to Cabinet, Uganda Government and Dr. Yolamu R. Barongo, AAPAM Secretary - General.

Besides the opening address by the Guest of Honour, messages of solidarity were delivered at the formal opening by other notable personalities, among them, Dr. Joshua L. Kanganja, Secretary to Cabinet, Government of the Republic of Zambia, and the Conference's Chief Host; Professor Victor Ayeni, Director, Governance and Institution Development Division of the Commonwealth Secretariat; Dr John-Mary Kauzya, representing Dr Guido Bertucci, Director, Public Administration and Development Management, United Nations Department of Economic and Social Affairs, New York; and Mr Joseph Galimberti, Executive Director, Institute of Public Administration of Canada. Mr John Mitala, the AAPAM President and Head of the Public Service and Secretary to Cabinet, Office of the President, Government of the Republic of Uganda, in his address, thanked the Government and People of Zambia for providing excellent hosting facilities, the African Governments and the development partners for supporting AAPAM, and the delegates for finding the time to participate.

The AAPAM President's statement was followed by a keynote address delivered by Hon. Felix Mutati, MP, Minister of Energy and Water Development, Republic of Zambia.


Conclusions

Papers were presented by high-ranking government officials and renowned public administration scholars focusing on public private partnership models and on the conditions that must be fulfilled for a chosen model to respond adequately to the challenges of good governance and sustainable development. The participants' comments on the presentations clearly indicate that partnership arrangements viewed by all parties as equitable stand a better chance of succeeding than those perceived to be skewed in favour of a particular group. Besides underscoring the importance of shared vision, the participants stressed the need for the parties to agree on the ground rules before entering into long-term commitments. While the rules must be clear on what each partner need to bring to the compact and on how to balance rights with obligations, it is essential that the rules be sufficiently flexible to allow the partnership to adjust to unforeseen circumstances and take advantage

of opportunities. This places special responsibility on leaders in state and non-state institutions, and has momentous leadership capacity building implications.

The participants' comments were not limited to "public private partnership", but extended to other aspects of the Conference theme, particularly, good governance and sustainable development. The general view was that balancing the interests of the present with those of the succeeding generations provided the litmus test of effective public-private partnership. The participants comments may be summarized as follows:

- (i) Visionary and consensual leadership is critical not only to the successful implementation of contemporary governance reform programmes, but also to the attainment of the long-term sustainable development objectives;
- (ii) The policies and strategies embarked upon in various African countries need to balance the interest of the present generation with that of generations yet to be born;
- (iii) The major threat to the sovereignty of African countries lie, not in the unrelenting march of globalization, but in mismanagement, corruption, cronyism, and the persistent failure to put the right persons in the right offices;
- (iv) A growing number of African countries are acknowledging that the continent's future lies in the adoption of democratic, participatory, ethically sound and accountable governance systems – systems founded on the will of the people, creating enabling conditions for civic engagement and private sector growth, and instituting measures to combat grand as well as petty corruption;
- (v) The state still has a strategic role to play in economic development, but it needs to refocus its energies towards efficient and effective performance of this vital role;
- (vi) Civil service procedures serve a purpose, so long as they are meant to further the cause of accountability without placing unnecessary obstacles in the way of private sector growth and productivity;
- (vii) Public Private Partnership (PPP) is not a new concept in Africa, although it has attracted a lot of attention in recent years, due to the growing interest in cost-sharing, bench-marking and resource optimization options;
- (viii) Successful implementation of PPP agreements hinges on a number of factors, among which are the extent to which the underlying values are shared by the partners, the clarity brought to the definition of rights and obligations, the effectiveness of the accountability and reporting structures, and how equitable the arrangements for sharing the attendant risks and benefits is perceived by the parties to the compact;
- (ix) it is essential that the curricula of MDIs, Staff Colleges, IPAs, and university faculties of public administration be examined not only with a view to



enhancing standards - as envisaged under the UNDESA/IASIA initiative on standards of excellence in public administration education and training - but also to prepare government and public service leaders for the challenges of good governance and sustainable development;

- (x) AAPAM deserves to be commended for introducing public service awards aimed at recognizing exemplary contributions to African public administration, raising the visibility of the public service, and enhancing the morale of public administration leaders, managers, and scholars.

Recommendations

Based on the preceding observations, the Roundtable recommended that:

- (i) The capacity for visionary but *consensual* leadership and for exemplary management of national resources should be accorded high priority in the design and implementation of the next generation of capacity building initiatives;
- (ii) In the recruitment of political office holders and career officials, new mechanisms and instruments should be introduced to facilitate the selection of individuals capable of pursuing national strategic objectives with steely determination, promoting *esprit de corps* in otherwise fractious organizations, and forging strategic and results-oriented alliances with non-state actors;
- (iii) To consolidate the gains of national sovereignty, African states should work hard to harness internally generated ideas and resources for sustainable development, and forge partnerships that have beneficial impact on the present as well as the future generations;
- (iv) If the investment in private sector growth and entrepreneurship development is to yield the expected dividends, the public service should take pro-active measures to eliminate unnecessary red-tape, cumbersome and time-consuming procedures, and needlessly elongated decision chains;
- (v) Even if, based on pure economic calculations and cost-benefit analytic studies, a government decides to participate in a long-term, say, 25-40-year, public-private partnership arrangement, it should ensure that the interest of future generations is duly safeguarded rather than compromised;
- (vi) The public service training institutes should serve as a major vehicle for promoting cross fertilization of ideas between the public and the private (as well as non-profit) sectors;
- (vii) The curricula of MDIs., Staff Colleges, IPAs, and university faculties of public administration should be reviewed to enhance the standards of public administration education and training, and prepare public service leaders for the challenges of good governance and sustainable development;

- (viii) AAPAM should continue to provide a regular forum for cross fertilization of ideas and promotion of dialogue, among the key players in the development process, particularly, the players from state and non-state sectors;
- (ix) AAPAM should also take stock of its achievements to-date - which the membership found impressive - and come up with strategies for following through its conclusions and recommendations on the adoption of good practices in governance and public administration;
- (x) To promote good practices in public administration innovation, extend the frontiers of scholarship and promote knowledge sharing in the field, the newly launched AAPAM Awards Programme should be endowed with adequate resources.

Acknowledgements

AAPAM would like to express its appreciation of the Zambian Government's contributions to the successful organization of the Conference. Besides providing highly valued logistics support, the Government placed first-class conference facilities at the disposal of the Association and extended generous hospitality to the delegates. The Association is also very grateful to the international development partners (particularly, CIDA/IPAC, the Commonwealth Secretariat, UNDESA, and Africa Capacity Building Foundation), and to the local sponsors namely, the Bank of Zambia, Celtel, Mulungushi Village Complex, National Pension Scheme Authority, Zambia National Commercial Bank, for both material and financial support. The local collaborating institutions, that is, the National Organizing Committee and the National Institute of Public Administration (NIPA) provided excellent logistics, secretariat, and general backstopping services for which AAPAM is highly indebted.

Zambezi Sun Hotel

Livingstone, Zambia
9th December, 2005

Annex III

Programme

27th AAPAM Annual Roundtable Conference, Livingstone, Zambia

SATURDAY, 3RD DECEMBER 2005

TIME	ACTIVITY	PLACE	COORDINATOR
6.00pm – 8.00pm	Registration of Delegates	Zambezi Sun Hotel	AAPAM Secretariat and Organizing Committee

SUNDAY, 4TH DECEMBER 2005

TIME	ACTIVITY	PLACE	COORDINATOR
11.00am – 1.00pm	AAPAM Executive Committee Meeting	Zambezi Sun Hotel	AAPAM Secretariat
3.00pm – 7.00pm	Registration of Delegates	Zambezi Sun Hotel	AAPAM Secretariat and Organizing Committee
4.00pm – 6.00pm	Rapporteurs Meeting	Zambezi Sun Hotel	Chief Rapporteur

DAY ONE: MONDAY, 5TH DECEMBER 2005

TIME	ACTIVITY	COORDINATOR	REMARKS
8.00am – 8.30am	Late Registrations	AAPAM Secretariat and Organizing Committee	Zambezi Sun Hotel
8.30am	OPENING CEREMONY	National Organizing Committee	CEREMONY CHAIR: A.W. Saka , Chairman, National Organizing Committee, Executive Director, NIPA
8.30am – 8.50am	Arrival of Guests and Delegates		
8.55am	Arrival of Chief Host, Dr. J. L. Kanganja , Secretary to Cabinet, Government of the Republic of Zambia and Chairman, AAPAM Zambia Chapter		
9.00am	Arrival of Guest of Honour: Hon. Rev. Lt. Gen. R. Shikapwasha, MP , Minister for Foreign Affairs, Republic of Zambia		
9.05am	Opening Remarks by the Chairperson, Mr. A.W. Saka , Chairman, National Organizing Committee and Executive Director, NIPA. Introduction of Guests at the High Table		
9.10am – 9.20am	Statement by the Chief Host, Dr. J. L. Kanganja , Secretary to Cabinet, Government of the Republic of Zambia		
9.20am – 9.40am	Messages of Solidarity (Commonwealth Secretariat, UNDESA, ACBF, CIDA/IPAC)		
9.40am – 10.00am	Statement by Mr. John Mitala, AAPAM President , Head of Public Service and Secretary to Cabinet, Office of the President, Gov of the Republic of Uganda		
10.00am – 10.30am	Official Opening by the Guest of Honour, Hon. Rev. Lt. Gen. R. Shikapwasha, MP , Minister for Foreign Affairs, Republic of Zambia		
10.30am – 10.35am	Vote of Thanks by Dr. (Mrs) M.L. Hamza, AAPAM Vice President for West Africa , Permanent Secretary, Manpower Development, Office, The Presidency, Federal Republic of Nigeria		
10.35am – 11.15am	Official Group Photographs and Refreshments.		

TIME	ACTIVITY	PRESENTER	REMARKS
11.15am	PLENARY 1		SESSION CHAIR:
11.15am-11.45am	Keynote Address	Hon. Felix Mutati, MP Minister of Energy and Water Development, Republic of Zambia	Mr. Oliver M. Kalabo AAPAM Vice President for Southern Africa, Permanent Secretary, Cabinet Office, Government of Zambia Rapporteurs: M.C. Mwiya Harry Shamwana
11.45am – 12.30pm	PLENARY DISCUSSION		
12.30pm – 2.00pm	LUNCH BREAK		
2.00pm	PLENARY 2		SESSION CHAIR:
Development and Good Governance	Overview of Sustainable Governance		Ms. Loini N. Katoma Permanent Secretary Office of the Prime Minister, Government of Namibia
2.00pm – 2.30pm	Partnership for Sustainable Development in Africa: Concept, Nature and Purpose (ASCON), Lagos, Nigeria	Mr. Joseph O. Dada Trainer/Consultant, Administrative Staff College of Nigeria	Rapporteurs: Mary Nalumpa Hastings Nyirongo
2.30pm – 3.00pm	Enhancing Sustainable Development and Good Governance: The Role of Formal and Informal Private Sector	Prof. John W. Forje Department of Political Science, University of Yaounde II, Cameroon	
3.00pm – 4.00pm	PLENARY DISCUSSION		
4.00PM – 4.30PM	TEA/COFFEE BREAK		
4.30pm	PLENARY 3		SESSION CHAIR:
	Forging Partnerships for Sustainable Development and Good Governance		Mr. Tlohang Sekhamane, AAPAM Deputy President Government Secretary, Secretary to Cabinet and Head of Public Service, Government of the Kingdom of Lesotho
4.30pm – 5.00pm	The NEPAD Equation: A Dialogue on Leadership and Governance Imperatives in Africa of Pretoria, South Africa	Prof. Jerry O. Kuye School of Public Management and Administration, University	Rapporteurs: Matildah Banda Mary Zulu
5.00pm – 5.30pm	The New East African Co-operation and Non-State Actors: Opportunities and Challenges for Promoting Integration	Prof. Suleiman Ngware IDS, University of Dar es Salaam, Tanzania	

TIME	ACTIVITY	PRESENTER	REMARKS
5.30pm – 6.30pm	PLENARY DISCUSSION		
7.00pm	COCKTAIL RECEPTION	Host: Dr. J. L. Kanganja Secretary to Cabinet, Government of the Republic of Zambia	

DAY TWO: TUESDAY 6TH DECEMBER 2005

TIME	ACTIVITY	PRESENTER	REMARKS
9.00am	PLENARY 4		SESSION CHAIR:
	Special Presentation and Discussion		Ms. Rose Lugembe Permanent Secretary Prime Minister's Office United Republic of Tanzania
9.00am – 10.00am	Building Bridges: What Every Public Servant should Know about Working with The Public Sector	Ms Fawn Annan, General Manager and Publisher, Government and Executive Division itWorld, Canada	Rapporteurs: Mary Zulu M.C. Mwiya
10.00am – 10.30am	TEA/COFFEE BREAK		
10.30am	PLENARY 5		SESSION CHAIR:
	Capacity Building for Sustainable Development		Mr. Sandile B. Ceko, Secretary to Cabinet/ Head of Civil Service, Office of the Prime Minister, Government of the Kingdom of Swaziland
10.30am – 11.00am	Brain Drain: Causes and Economic Consequences For Africa	Dr. Donald P. Chimanikire, Director, IDS, University of Zimbabwe	Rapporteurs: Matildah Banda Hastings Nyirongo
11.00am – 11.45am	United Nations/ International Association of Schools and Institutes of Administration (IASIA) Leadership Capacity Initiatives	Dr. John-Mary Kauzya, Chief of Governance and Public Administration Branch, Division for Public Administration and Deve- lopment Management, United Nations Depart- ment of Economic and Social Affairs (UNDESA), United Nations, New York	
11.45am – 12.30pm	PLENARY DISCUSSION		
12.30pm – 2.00pm	LUNCH BREAK		
2.00pm	PLENARY 6		SESSION CHAIR:
	Repositioning Institutions for Good Governance: Focus on Financial Institutions and Political Parties		Prof. R. I. M. Moletsane Director General, Lesotho Institute of Public Administration and Management

TIME	ACTIVITY	PRESENTER	REMARKS
2.00pm – 2.30pm	Good Governance in Public Financial Management: An African Experience	Prof. David Fourie , School of Public Management and Administration, University of Pretoria, South Africa	Rapporteurs: Mary Nalumpa Harry Shamwana
2.30pm – 3.00pm	Political Renewal: Democratic Governance, Political Parties and Interest Groups	Prof. John W. Forje , Department of Political Science, University of Yaounde II, Cameroon	
3.00pm – 3.30pm	PLENARY DISCUSSION		
3.30pm – 4.00pm	TEA/COFFEE BREAK		
4.00pm – 6.30pm	Group Discussions	Chief Rapporteur	Groups and Topics to be Organized by the Chief Rapporteur
5.00pm – 6.30pm	AAPAM Council Meeting		AAPAM Secretariat
6.30pm	ADJOURNMENT		

DAY THREE: WEDNESDAY, 7TH DECEMBER 2005

TIME	ACTIVITY	PRESENTER	REMARKS
9.00am	PLENARY 7		SESSION CHAIR:
	State Institutions, Policy Implementation and Service Delivery		Mr. Ibrahim Hussein Chairman, Teachers Service Commission of Kenya, Government of Kenya, Nairobi, Kenya
9.00am – 9.30am	Repositioning Institutions: Role of State Institutions	Mr. Maurice A.O. Nyamunga , Senior Assistant Director, Office of the President, Botswana	Rapporteurs: Harry Shamwana Mary Zulu
9.30am – 10.00am	Policy Implementation: Lessons for Service Delivery	Prof. Petrus Brynard , School of Public Management and Administration, University of Pretoria, South Africa	
10.00am – 10.30am	PLENARY DISCUSSION		
10.30am – 10.55am	TEA/COFFEE BREAK		
11.00am	PLENARY 8		SESSION CHAIR:
	Special Presentation and Discussion		Dr. John-Mary Kauzya Chief of Governance and Public Administration Branch, Division for Public Administration and Development Management, United Nations Department of

TIME	ACTIVITY	PRESENTER	REMARKS
11.00am – 12.00pm	Innovation in the Public Sector	Director M.L. Wahab , South Africa Police Service, Pretoria, South Africa, Winner, United Nations Award for Innovations in the Public Service, 2004	Economic and Social Affairs (UNDESA), United Nations, New York Rapporteurs: M.C. Mwiya Hastings Nyirongo
12.00pm – 1.00pm	LAUNCH OF AAPAM AWARDS PROGRAMME	AAPAM President	
1.00pm – 2.00pm	LUNCH BREAK		
2.00pm	PLENARY 9		SESSION CHAIR:
	(A) Harnessing the Informal Sector and Local Authorities for Sustainable Development (B) Public – Private Sector Partnership: Country Studies		Prof. Musa Dlamini , Associate Professor and Director, University, Planning Centre, University of Swaziland,
2.00pm – 2.20pm	Critical Issues in Harnessing the Potentials of the Informal Sector for Sustainable Development	Mr. Joseph O. Dada , Trainer/Consultant, Administrative Staff College of Nigeria (ASCON)	Rapporteurs: Mary Nalumpa Matildah Banda
2.20pm – 2.40pm	Application of Public Private Partnerships for Sustainable Development in Tanzania Municipalities: Evidence, Challenges and Ways Forward	Dr. Honest Prosper Ngowi , Department of Economics, Mzumbe University, Morogoro, Tanzania	
2.40pm – 3.00pm	Governance, State-Ownership and Divestiture: The Ghanaian Experience	Prof. Stephen Adei , Rector and Director - General, Ghana Institute of Management and Public Administration, (GIMPA), Accra, Ghana	
3.00pm – 3.20pm	Capacity for Public Policy Making: The Role of the Legislature in Zambia.	Dr. Weston Mafuleka , School of Humanities and Social Sciences, Department of Administrative Studies, University, of Zambia, Lusaka, Zambia	
3.20pm – 4.00pm	PLENARY DISCUSSION		
4.00pm – 4.15pm	TEA/COFFEE BREAK		
4.15pm – 6.00pm	Group Discussions (CONT.) Preparations of Group Reports	Chief Rapporteur	
6.00pm – 7.00pm	Meeting of Rapporteurs		Chief Rapporteur

TIME	ACTIVITY	PRESENTER	REMARKS
6.00pm - 7.30pm	MEETING OF AAPAM GENERAL ASSEMBLY	AAPAM Secretariat	PRESIDING: Mr. John Mitala AAPAM President

DAY FOUR: THURSDAY 8TH DECEMBER 2005

TIME	ACTIVITY	PRESENTER	REMARKS
7.00pm	WHOLE DAY EXCURSION DINNER AND CULTURAL EVENING	National Organizing Committee HOST: Dr. Joshua L. Kaganja , Secretary to the Cabinet, Government of Zambia	Courtesy of the Government of Zambia

DAY FIVE: FRIDAY, 9TH DECEMBER 2005

TIME	ACTIVITY	PRESENTER	REMARKS
9.00am	PLENARY 10		SESSION CHAIR: Prof. Gelase Mutahaba , Chief Technical Adviser, Office of the President United Republic of Tanzania
9.00am - 10.00am	Presentation of Group Reports	Group Rapporteurs	
10.00am - 10.30am	Plenary Discussion of Group Reports		
10.30am - 11.00am	TEA/COFFEE BREAK		
11.00am - 11.30am	Presentation of Conference Communiqué (Conference Conclusions and Recommendations)	Chief Rapporteur	
11.30 - 12.00pm	Plenary Discussion of the Communiqué		
12.00pm	OFFICIAL CLOSING		SESSION CHAIR: Mr. Russel Mulele Permanent Secretary Ministry of Tourism, Environment and Natural Resources, Govt of Zambia
12.00pm - 12.10pm	Statement by a Representative of the Host Country for the 28th AAPAM Roundtable Conference - November/December 2006		
12.10 - 12.30pm	Statement by the AAPAM President		
12.30pm - 12.45pm	Closing Address		Dr. Joshua L. Kaganja Secretary to Cabinet Government of Zambia
1.00pm. - 2.00pm	LUNCH AND DEPARTURE		

PAST AAPAM ROUNDTABLE CONFERENCES (1978 – 2005)

Month & Year	Venue	Theme
1. August 1978	Freetown, Sierra Leone	African Public Services: Prospects for the 1980's
2. August 1979	Nairobi, Kenya	A Profile of the African Public Service in the 1980's
3. September 1980	Victoria, Mahe, Seychelles	African Public Services and Public Policy in the 1980's
4. December 1981	Salisbury, Zimbabwe	Personnel Development Management and Utilization in a Performance Oriented African Public Service in the 1980's
5. November 1983	Arusha, Tanzania	The Changing Ecology of Public Administration and Management in Africa
6. December 1984	Blantyre, Malawi	Public Enterprises Versus Privatization: Which Way for Africa
7. December 1985	Accra, Ghana	Food Crisis in Africa: Policy and Management Issues
8. December 1986	Maseru, Lesotho	Policy and Management Issues in the Transport Sector
9. December 1987	Gaborone, Botswana	African Crisis; Structural Adjustment and Impact on Responses by Public Administration and Management in Africa
10. November 1988	Kampala, Uganda	Human Resource Development and Employment: Policy Management Issues
11. November 1989	Victoria, Mahe, Seychelles	Towards Enhancing Entrepreneurship in African Public and Private Sectors
12. December 1990	Abuja, Nigeria	Mobilization the Informal Sector and NGO'S for Recovery Development: Policy and Management Issues
13. December 1991	Mbabane, Swaziland	Ethics and Accountability in African Public Services
14. December 1992	Arusha, Tanzania	Managing Science and Technology policy in Africa
15. January 1994	Banjul, The Gambia	Political Pluralism and Good Governance in Africa: Implications for the Public Service
16. November 1994	Nairobi, Kenya	Mobilization and Utilization of Resources for Effective Performance in the Public Service
17. March 1996	Cairo, Egypt	Civil Service Reform in Africa: Past Experiences and Future Trends
18. March 1997	Nairobi, Kenya	Decentralization as a Principle of Democratic Governance in Africa: Issues and Options
19. November 1997	Gaborone, Botswana	Preparing African Public Administration and Management for 21 st Century
20. November 1998	Nairobi, Kenya	Public-Private Sector Partnership: The Path to Africa's Accelerated Development
21. November 1999	Kampala, Uganda	Quality Management Assurances in Africa
22. November 2000	Mahe, Seychelles	Good Governance in Africa
23. March 2002	Abuja, Nigeria	Managing Change in Globalizing Economy
24. November 2002	Maseru, Lesotho	The African Public Service in the 21 st Century
25. April 2004	Banjul, The Gambia	The Role of Public Service in Poverty Reduction Strategies: Challenges and Solutions
26. March 2005	Mombasa, Kenya	The Enabling State and the Role of the Public Service in Wealth Creation: Problems and Challenges for Development in Africa
27. December 2005	Livingstone, Zambia	Harnessing the Partnership of the Public and Non-State Sectors for Sustainable Development and Good Governance in Africa: Problems and the Way Forward

ORGANISING COMMITTEE

FOR THE 27TH ROUNDTABLE CONFERENCE

Chairperson

Mr. Answel W. Saka

Members

Mr. L. Aongola
Ms. I. Nayame
Ms. L. Mulube
Ms. M. Tumbila
Mr. G. F. Makambwe
Capt. J. Kasanga
Mrs. N. Mutiti
Mr. I. Kalebwe
Mr. V. M. Chibale
Mr. G. Wakumelo
Mr. T. D. C. Syamunyangwa

CONFERENCE RAPORTEURS

Chief Rapporteur

Prof. Jide Balogun

Rapporteurs

Mrs. M. C. Mwiya
Mr. Harry Shamwana
Ms. Mary Nalumpa
Mr. Hastings Nyirongo
Ms. Matildah Banda
Mrs. Mary Zulu

AAPAM EXECUTIVE COMMITTEE MEMBERS

Mr. John Mitala

Head of Public Service &
Secretary to Cabinet
Uganda Government.

- AAPAM President

Mr. Tlohang Sekhamane

Government Secretary,
Secretary to the Cabinet and
Head of Civil Service &
Government of the Kingdom of Lesotho

- Deputy President

Dr (Mrs) M.L. Hamza

**The Permanent Secretary,
Manpower Development Office**
The Presidency
Federal Republic of Nigeria,

- Vice President for West Africa

**Dr. Finlay Sama Doh, Chairman,
AAPAM Cameroon Chapter
Republic of Cameroon**

- Vice President for Central Africa

Mr. J.E.O. Ongwae, EBS, OGW, HSC-

Permanent Secretary
Ministry of Agriculture
Government of Kenya

- Vice President for East Africa

Mr. Oliver Mobita Kalabo -

Permanent Secretary
Cabinet Office
Government of Zambia

- Vice President for Southern Africa

Mr. Simon P. Njau, OGW -

The Permanent Secretary/Director,
Directorate of Personnel Management
Office of the President
Government of Kenya

- Executive Committee Member

Dr. Yolamu R. Barongo

- Secretary General

Honorary Patron

Hon Dr. Pontso M. Sekatle,

Ministry of Local Government
Government of the Kingdom of Lesotho

PRINCIPAL SPONSORS

Canadian International Development Agency (CIDA)
Canadian Institute of Public Administration (IPAC)
African Capacity Building Foundation (ACBF)
Commonwealth Fund for Technical Cooperation (CFTC)