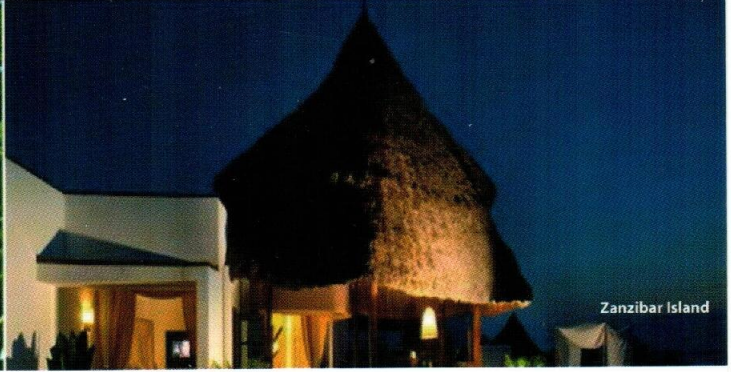


African Association for Public Administration and Management (AAPAM)

PROCEEDINGS

34TH ROUNDTABLE CONFERENCE

Performance Management for Improving Public Service Delivery in Africa

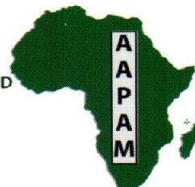


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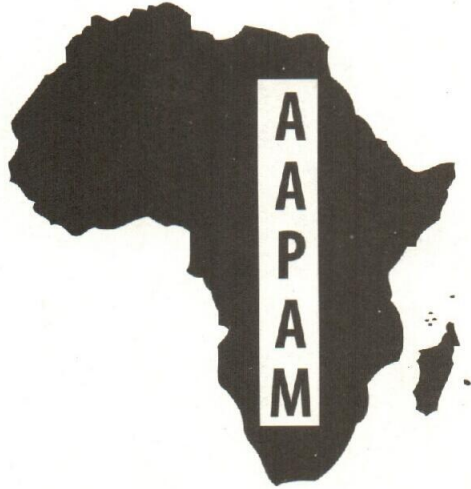


The Revolutionary Government of Zanzibar

AFRICAN ASSOCIATION FOR
PUBLIC ADMINISTRATION AND
MANAGEMENT (AAPAM)



ASSOCIATION AFRICAINE POUR
L'ADMINISTRATION PUBLIQUE
ET LE MANAGEMENT (AAAPM)



Performance Management for Improving Public Service Delivery in Africa

Report of the 34th Roundtable Conference of the African Association for Public
Administration and Management (AAPAM)

Hosted by

The Revolutionary Government of Zanzibar

November 12th-16th 2012

Principal Sponsors

1. Canadian International Development Agency (CIDA)
2. Institute of Public Administration of Canada (IPAC)
3. United Nations Department of Economics and Social Affairs (UNDESA)
4. Commonwealth Secretariat London

FOREWORD



The 34th Roundtable Conference held from 12th - 16th November 2012 in Zanzibar Tanzania focused on the Theme: **“Performance Management for Improving Public Service Delivery in Africa”**. The Conference theme reflects the reality in many parts the world, where citizens’ day-to-day engagement with government largely revolves around the delivery of public services. In Africa, more and more citizens are zealously putting governments to task and demanding results. Hence, improving public service delivery remains one of the greatest concerns of most governments in the contemporary society.

In assembling papers for presentation, AAPAM always invites the public to submit original works based on the Conference theme. The purpose of the worldwide **‘Call for Papers’** is to provide an open forum where researchers, practitioners and the general public can submit well researched original works. After a rigorous vetting process, selected papers are presented at the Conference and subsequently published into a report. The conference papers and discussions offered participants an in-depth comparative analysis drawn from diverse contexts. By creating such platforms for sharing knowledge and foster professionalism, AAPAM continues to stimulate and encourage research in administration and management discipline.

This report is an account of the presentations at the 34th Roundtable Conference. It details conceptual and theoretical issues on performance management with reference to improving service delivery. It integrates the Plenary discussions which offer practical questions of application and utility of performance management models. The *raison d’être* being to make a determination of what worked, what failed and for what reasons, as well as questioning what the future indicates for the efficacious application of the service delivery improvement interventions. The eclectic presentations in the report are as a result of research conducted in different African countries. It also contains presentations from other countries beyond Africa such as Korea and Canada. This Report is an important resource material to give guidance to policy makers, researchers, students and the general public.

Abdon Agaw Jok Nhial
AAPAM President

ACKNOWLEDGEMENTS



We would like to express our gratitude to the Government and people of Zanzibar for successfully hosting AAPAM 34th Roundtable Conference (RTC) in Zanzibar, Tanzania. We acknowledge the contribution of the First Vice President His Excellency Hon. Maalim Seif Sherif Hamad who diligently delivered a Welcoming Address on behalf of His Excellency Dr. Ali Mohamed Shein- President of the Revolutionary Government of Zanzibar. We equally appreciate the loving spirit of the people of Zanzibar who spiced the conference with meticulous display of their culture and heritage through songs and dances.

AAPAM applauds the National Organizing Committee (NOC) of Zanzibar under the meticulous stewardship of Hon. Dr. Abdullhamid Yahya Mzee for working tirelessly to ensure the success of the 34th Conference. We indeed recognize the contribution of every member of the NOC who teamed-up with AAPAM to productively host one of the highly attended conference.

The Production of the 34th Roundtable Report would have not been possible without, the extensive research and high quality original works submitted by our paper presenters. We thus recognize their pivotal role in the production of this report. Many thanks to Rapporteur General Dr. Mataywa Busieka and his team for efficiently recording the proceedings of the conference.

Finally, we also wish to acknowledge the continuous financial and technical support of our Development partners; The Canadian International Development Agency (CIDA), through the Institute of Public Administration of Canada (IPAC), The Commonwealth Secretariat London, The United Nations Department of Economic and Social Affairs (UNDESA) and Deloitte Canada. The unwavering support of these institutions has made it possible for AAPAM to impact on African countries by imparting key lessons and skills geared towards enhancing Public Service Delivery.

To our dear esteemed delegates, whose commitment to knowledge and skills sharing has given AAPAM momentum; we appreciate your sincere feedback and constant encouragements.

AAPAM sincerely hopes that this edition goes a long way towards informing policy making processes in Africa and beyond.

G. K. Scott
Secretary General- AAPAM

CONTENTS

Foreword	i
Acknowledgements	ii
CHAPTER ONE	
Introduction	1
Roundtable Objectives	2
Roundtable Sub-themes	2
Expected Outcomes.....	3
CHAPTER TWO	
Opening Ceremony.....	4
Keynote Address	6
CHAPTER THREE	
Plenary Session 1: <i>Performance Management Conceptual review and definitions</i>	8
Plenary Session 2 <i>Stakeholder involvement and engagement in Performance Management</i>	10
Plenary Session 3 <i>Performance Monitoring and Evaluation for Improved Service Delivery</i>	12
Plenary Session 4 <i>Enhancing Accountability, Transparency and Trust in Government through Performance Management</i>	14
Plenary Session 5 <i>Human Resource Development as a Precursor to effective actualization of Performance Management Systems</i>	17
Plenary Session 6 <i>Performance Management Regimes and Change Management Frameworks</i>	20
Concurrent session 1 <i>Performance Management in Local Level Service Delivery and Development</i>	23
Concurrent session 2 <i>Performance Information, the Gateway to Improved Service Delivery</i>	25
Concurrent session 3 <i>AAPAM Young Professionals Network (AAPAMYPN)</i>	27
Concurrent session 4 <i>African Public Sector Human Resource Management Network (APS-HRMnet)</i>	28
Plenary Session 7 <i>Country case Studies</i>	31
Plenary Session 8 <i>Closing Ceremony</i>	33

Appendix I

Innovative Management Awards (IMA)

1. <i>Gold</i>	35
2. <i>Silver</i>	37
3. <i>Bronze</i>	38
4. <i>Glass</i>	39

Appendix II

Conference Communiqué	41
-----------------------------	----

Appendix III

Messages of Solidarity

Institute of Public Administration of Canada (IPAC)	44
Commonwealth Secretariat London	46
United Nations Department of Economics and Social Affairs (UNDESA)	48

Appendix IV

Speeches

1. <i>Welcoming Address</i>	51
2. <i>Official Welcome by AAPAM President</i>	54
3. <i>Opening Speech</i>	56
4. <i>Innovative Management Awards (IMA)</i>	59
5. <i>Congratulatory Remarks</i>	62
6. <i>Closing Address</i>	63

Appendix V

Invitation to the 35th Roundtable Conference -Kigali Rwanda	66
---	----

Appendix VI

Conference Programme	67
----------------------------	----

Appendix VII

Past AAPAM Conferences	73
------------------------------	----

Appendix VIII

Delegates List	76
----------------------	----

Introduction

The 34th Roundtable Conference of the African Association for Public Administration and Management (AAPAM) was co-hosted and organized by the Revolutionary Government of Zanzibar in conjunction with the AAPAM Secretariat at the Zanzibar Beach Resort Hotel in Zanzibar from the 12th to 16th of November 2012. The 34th Annual Roundtable Conference was held under the theme: ***“Performance Management for Improving Public Service Delivery in Africa”***

The 34th AAPAM Roundtable Conference was officially declared open by His Excellency Dr. Ali Mohamed Shein, the President of the Revolutionary Government of Zanzibar in a speech delivered on his behalf by the First Vice President His Excellency Hon. Seif Sharif Hamad. The closing ceremony was officiated by Second Vice President, Hon. Balozi Seif Ali Iddi.

Four Hundred and Fifty (450) delegates from Forty One (41) countries attended the Conference. Among the participants were Cabinet Ministers; Heads of Public/Civil Services and Secretaries to Cabinet; Permanent/Principal Secretaries and other high ranking Government Officials; Chairpersons and Commissioners for Public Service Commission; Heads of Management Development Institutes; Development Partners; representatives of Statutory Institutions; scholars and researchers. The delegates also included 35 AAPAM Young Professionals from Thirteen (13) African Countries

The countries represented at the Roundtable included: Angola, Botswana, Burundi, Benin, Cameroon, Canada, Comoros, Egypt, Eritrea, Ethiopia, Gambia, Ghana, India, Kenya, Lesotho, Liberia, Mali, Malawi, Mauritius, Mozambique, Morocco, Namibia, Netherlands, Nigeria, Rwanda, Sao Tome and Principe, Seychelles, Sierra Leone, South Africa, South Korea, Sudan, South Sudan, Swaziland, United Republic of Tanzania, Uganda, United Kingdom, USA, Zambia, Zanzibar and Zimbabwe.

Several AAPAM partner organizations graced the Roundtable Conference. Organizations that sent representatives and delivered messages of solidarity to the conference were: the Institute of Public Administration of Canada (IPAC), the Commonwealth Secretariat, London, the United Nations Department of Economic and Social Affairs (UNDESA), Deloitte, and the Canadian International Development Agency (CIDA).

Four finalist organizations received AAPAM Awards recognizing innovations in the public sector. The winners were: Kenya - Diesel Powered DEFTEC Made Mobile Field Kitchen (Gold), Mauritius - Setting up a Modern Land Administration and Management System (Silver), Ghana- Mobile Technology for Communication Health (MOTECH) (Bronze), and Ghana- Systems Automation Integration at Kotota International Airport (Glass Trophy).

Roundtable Objectives

In recognition of the increasing citizen voice for quality and efficient services, the 34th Roundtable Conference presented a platform for participants to interrogate and assess the value performance management brings to the quest for improved service delivery. Performance management has been touted as one of the means to jerk up service delivery and impact the lives of result starved populations. The Roundtable Conference will delve into and discuss the service improvement component of performance management with a view to provide a conduit pipe for replication of winning formulae whilst highlighting pitfalls to be marked for avoidance. To realise the broad objective, the Roundtable conference mainly:

- a) Discussed, with a view to clarify key conceptual and theoretical definitions pertaining to performance management, performance measurement, performance monitoring and evaluation and improved service delivery.
- b) Identified and evaluated the efficacy of performance management systems in relation to government mandate to render quality and efficient services to populations.
- c) Shared and exchanged information and experiences on the implementation of performance management systems across various continental administrative jurisdictions.
- d) Identified and Recommended appropriate means and policy options for optimising and making performance management a key driver of reform in the public sector.
- e) Identified and highlighted key constraints and challenges that impede the effective application of performance management as a veritable tool to achieving the ultimate goal of improved services to populations.

Roundtable Sub-themes

In order to realize conference objectives, the following sub-themes were explored at length;

- a) Performance Management Conceptual review and definitions
- b) Stakeholder involvement and engagement in performance management
- c) Performance Monitoring and Evaluation for Improved Service Delivery
- d) Enhancing Accountability and Transparency through Performance Management Measures
- e) Human Resource Management as a precursor to effective actualization of Performance Management Systems
- f) Performance Management regimes and Change Management frameworks
- g) Country Case Studies

Furthermore, Four (4) Concurrent sessions provided avenues where the sub-themes were further explored

Expected Outcomes

At the end of the Conference, participants were expected to have acquired the following:

- a) A common understanding of what performance management, performance measurement, performance monitoring and evaluation and improved service delivery entails.
- b) A fair assessment of the true value performance management systems brings to governments' efforts to achieve the objective of quality and efficient services to populations.
- c) Clear understanding of key constraints and pitfalls that impede the optimization of performance management systems for improved service delivery identified and highlighted for corrective interventions.
- d) Experience and information on the implementation of performance management systems across the continent shared and exchanged.
- e) Recommendations on appropriate means and policy options for optimising and making performance management a key enabler of improved service delivery for populations across the continent.

OPENING CEREMONY

Opening, Welcome and Keynote Address**Chair: Mr. Kadmiel Wekwete** - UNCDF Director**Presenters:****Mr. Abdon Agaw Jok Nhial** - AAPAM President**Hon. Celina Kombani** - Minister Office of the President: Public Service management**H.E Hon. Seif Sharif Hamad** - First Vice President of Zanzibar

Mr. Nhial expressed gratitude to the First Vice President of Zanzibar for taking time off his busy official schedule to grace the Round-Table Conference. He also thanked the government and people of Zanzibar for the outstanding generosity and the considerable resources they had deployed to the conference. He recognised the commendable work excellently executed by a highly competent team deployed by the government of Zanzibar.

The President explained the objective of AAPAM Round-Table Conferences noting that it creates a forum for senior public service managers to exchange ideas and share experiences. He further explained that the 33rd AAPAM Round-Table Conference agreed on the theme of performance management based on the acute realization that citizens are no longer satisfied with reforms but are increasingly demanding efficient and effective service delivery. He recognised and welcomed the attendance of international partners who he said add colour and grandeur to the Round-Table Conference. He also recognised African countries represented at the Conference, especially Ministers and wished delegates fruitful deliberations over the four days of the conference.

Hon. Celina Kombani

In welcoming delegates to the United Republic of Tanzania, Ms. Kombani, Minister in the President's office, Public Service Management, said that the level of attendance at the 34th AAPAM Round-Table Conference bears testimony to the importance and significance of performance management in improving services to the people. She stressed the importance of interrogating the conceptual and theoretical definitions of performance management systems in relation to government mandate to render effective services to populations.

The Minister challenged the conference to find efficient ways of implementing performance management across the continent as a key driver of reform in the public sector. She expected the conference to identify and clarify key constraints in not only implementation of performance management systems, but also the realization of the overall government programmes to achieve the development goals. The Minister recognised delegates from outside Africa whose presence she said supplied a welcome mix of countries and professionals and hence enriches the exchange of experiences and information. She was hopeful that participants will draw important lessons from the conference in addition to increasing their theoretical and practical knowledge of performance management.

H.E Hon. Seif Sharif Hamad

Mr. Seif Sharif Hamad, the First Vice President of Zanzibar delivered the welcome speech on behalf of the President, His Excellency Dr. Ali Mohamed Shein. The President said that Zanzibar is greatly honoured to co-host the 34th Round-Table Conference with the AAPAM Secretariat. On behalf of government, the people of Zanzibar and in his own behalf, the President welcomed delegates to Zanzibar and wished everyone a happy stay. He noted that the public service of today deals with complex and very dynamic issues presented primarily by a rapidly globalizing world. He added that the global financial crisis adds to the challenges the administration has to grapple with, hence the need for a culture of continuous improvement; innovation and inculcation of values of good governance.

The President expressed the view that Africa has, since independence, been engaged with issues of performance management. He accepted the premise that efficient and effective service delivery is enhanced through performance management system. He added that performance management systems make governments more efficient, productive, transparent and accountable. In acknowledging that good governance is a necessary condition for economic development, he encouraged partnership with the private sector and civil society in working towards service delivery improvement. Stressing the importance of leadership in the implementation of performance management, he cautioned that citizens are more interested in the outcomes that accrue from these interventions. He further emphasised that performance management is an irreversible reality since this is the basis for transformation by which senior officials continuously search for excellent solutions to daily service delivery challenges.

The President noted with admiration that the presence, among delegates, of distinguished scholars and eminent experts in public administration from Africa and beyond attests to the strength and significance of the 34th Round-Table Conference. Implementation of performance management system, he cautioned, is beset with myriad challenges. These include failure to integrate performance management in and within systems, resistance to change, limited human resource capacity to pioneer, lack of or inadequate political will, failure to link performance management systems with sanctions and rewards. He challenged delegates to interrogate with a view to proposing practical solutions to the challenges facing performance management in Africa. He highlighted that the Public Sector Reform agenda in Zanzibar share similar concerns namely: good governance; accountability; and responsiveness based on New Public Management tools (NPM). He concluded by wishing the conference fruitful deliberations.

Messages of Solidarity from Development partners

The Conference received messages of support from various partners. Mr. George Ross of the Institute of Public Administration of Canada (IPAC) noted that in an increasingly interconnected and inter-dependent world, collaborative approaches were key to addressing the many development challenges the world is grappling with. He added that IPAC has since 1947 engaged in interventions for effective public administration through research, nationally and internationally. Mr. Dunstan Main, the advisor – East Africa, Governance and International Development Division - the Commonwealth Secretariat, said that his organization has been supporting capacity building in member states for many years. The Commonwealth Secretariat, he added, is currently working on publications on performance management. Working with AAPAM, he admitted, is an important strategy for realizing an effective and efficient administration in Africa.

In her message of solidarity delivered by satellite from New York, Ms. Haiyan Qian, Director of Division for Public Administration and Development Management of the United Nations Department for Economic and Social Affairs (UNDESA) conveyed her gratitude to AAPAM for the continued support and strong partnership in the realm of public administration. She considered AAPAM a strong and dependable ally in efforts aimed at strengthening capacity in public administration noting further that the United Nations Portal Administration Network (UNPAN) succeeds because of AAPAM's consistent and unwavering support. She further lauded AAPAM for demonstrating its capability to show-case innovation.

Ms. Qian underpinned the centrality of public service in the quest to achieve the Millennium Development Goals (MDGs) and overall sustainable development, which she added can only be achieved through a robust public sector. In reference to the United Nations General Assembly's (UNGA) Resolution that reiterated the importance of public service as a guarantor of the rule of law, she stressed the need to capacitate the public service through training. She also underscored the importance of citizen engagement in promoting the public sector effectiveness, noting that the concept of citizen engagement is not new to Africa but has in recent years assumed centrality to realization of economic rights. She concluded that whilst cutting edge technology is a multiplier solution to sustainable development, it is also an enabler in moving the public sector in tandem with the private sector.

Prof. Margaret Kobia- Acting Director General: Kenya School of Government

Keynote Address: Enhancing Public Service Performance through competency Based Training and Development

Prof. Kobia prefaced her keynote address with a proposition that public sector reforms amount to an incomplete journey since the most challenging transformation is still way ahead. She defined performance management as a process that involves sharing an understanding of what needs to be achieved, and then managing and developing people, in a way that enables such shared objectives to be achieved. She opined that public service users want government to demonstrate results through better performance management.

Performance management, she added, ensures that managers effectively perform their functions and deliver value to the citizens accountably. She advanced the view that the central thrust of performance management systems is to create competency among public servants. This assumption, she explained, presupposes the availability of relevant skills necessary for the achievement of desired performance. This view, she said, transforms the role of departments from operating as vertical silos to being hubs of vast networks.

Prof Kobia reflected that the reality of vast hubs of networks transforms the role of the centre of government to one of ensuring coherence in the interagency of modern governance. She made a case for public organizations to become platforms of collaboration, experimentation and innovation. To do this, she urged, these organizations must reconcile their vertical accountability for delegated authority with the need to operate through vast networks of organizations to achieve shared and collective results. Prof. Kobia stressed the need for public organizations to be skilled at managing multiple relationships to co-produce public goods and services. She further reflected that in the final analysis the prevailing philosophy, values and political preferences will shape the public sector reform agenda in each country. In urging public organizations to keep pace with changes in society, she noted that when organizations are locked into a fixed way of working, they fall victim to a rigidity trap where they waste energy preserving the status quo.

Prof Kobia further highlighted that when organizations operate as closed systems, they fall victim to a poverty trap where no new ideas are brought in to renew them and ensure their ongoing relevance. Avoiding these traps, she advised, requires a level of adaptability, openness and inclusiveness that has proven difficult for most public organizations to achieve. She strongly encouraged African Union member states to use the African Charter on Values and Principles of Public Administration, the Long-term Strategy and Management Guides as veritable frameworks to augment implementation of their performance management initiatives. She concluded that developing key public administration and management skills through a performance competency based framework holds the promise in improving service delivery adding that the competency framework needs to inform the design and delivery of training programs that are aimed at supporting performance management in the public sector.

PLENARY ONE:**Performance Management Conceptual Review and Definitions**

Mr. Abdon Agaw Jok Nhial - Head of Service, South Sudan and AAPAM
President

Presenters:

Dr. Honest Prosper Ngowi - Mzumbe University

Dr. Reddy Balkaran - Dean Faculty of Management Sciences, Durban
University of Technology

Dr. Honest Prosper Ngowi- Mzumbe University

Topic: African Public Sector Performance during Economic crisis: Perspectives from the 2008 Global Economic Crisis and the 2012 Eurozone crisis

Dr. Ngowi's input focused on the global economic crisis and its effects for performance in the public sector. He reflected that public sector performance depends on a number of factors, the economic situation inclusive. He stressed that the negative trends imply inter alia, less revenues from trade, investments, remittance and aid to Africa and by extension, less revenues in African government coffers and therefore less financial resources to enhance public sector performance. Dr. Ngowi argued, in the main, that economic crisis in general and the 2008 global financial economic crises and the Euro Zone sovereign debt crisis in particular, have potentially many and far-reaching negative implications on the performance of the public sector in African countries. He opined that performance is a function of availability of and access to a minimum threshold of resources. These, he says, include but are not limited to financial, human and physical resources (working tools and equipment). He reasons that in times of economic crises the availability of and accessibility to such resources especially financial, are heavily constrained. As a result of the above, he notes, civil servants find themselves working far more resource-constrained environment, a situation which adversely affects their performance.

Dr. Ngowi reflected that as a result of economic crises, many countries, Africa included may be obliged to lay off civil servants, freeze, among others: new employment, promotions, and even reduce wages and other emoluments enjoyed by civil servants. These measures, he said, have happened in the Euro zone as part

of austerity economic interventions. With prolonged economic crises, this unfortunate option may also be embraced by some African countries as a lesser evil when faced with a rock and a hard place. Such interventions when implemented will negatively affect performance. He concludes that economic crises do affect negatively performance in the public sector. This negative impact, he says, has many and far-reaching implications for policy and decision makers, practitioners and the general public that expects excellent performance from civil servants – economic crises notwithstanding.

Dr. Reddy Balkaran- Durban University of Technology

Topic: Whistle Blowing: Fact of Fallacy for Performance Management

Dr. Balkaran's paper examined factors impacting on whistle-blowing as a deterrent for unethical practices, focusing on taking South Africa as a case study. The paper reflected that whilst legislation is an imperative for sound ethical governance in the public sector, it has to be complemented by other mechanisms that reinforce a whistle-blowing culture within public sector institutions. She argued that this approach has practical implications for other developing democracies, especially in Africa, in designing policies which ensure that legislation is underpinned by supporting procedural guidelines that strengthen whistle-blowing as an imperative to curb or eliminate unethical practices in the public sector.

Dr. Balkaran said that corruption can and does constrain growth; violate democratic principles and values; and ultimately inhibit good governance. She added that efficient, transparent and accountable public institutions that are not underpinned by sound policies can compromise the effective management of public resources. Such a scenario creates a disabling environment for sustainable development, a problem which is perpetuating in developing countries such as South Africa. Corruption, she continued, negatively impacts all types of public organizations and remains one of the most important challenges to the moral basis of a developing democracy. In stressing the need for policies and strategies to fight corruption, she called for the institutionalization of a whistle-blowing culture as a critical plank in risk management. She added that Whistle-blowing is an ethical issue, based on the value system of a nation. She concluded that if whistle-blowing is to constitute part of a holistic approach to managing unethical conduct, then it requires commitment and co-ordination from all agencies in government to ensure that mechanisms to promote whistle-blowing are not hindered by systemic and legislative weaknesses.

PLENARY TWO:

Stakeholder Involvement and Engagement in Performance Management

Chair: Janet Kathyola - Commonwealth Secretariat

Presenters:

Mr. Nabaho Lazarus - Uganda Management Institute

Mr. Lee Daehee and Jeon Bangjoo - Korea Institute of Public Administration

Prof. Malcolm Wallis and Melody Brauns - Durban University of Technology

Mr. Nabaho Lazarus: Uganda Management Institute

*Topic: Enhancing the Efficacy of Public Sector Performance Measurement systems:
The Critical Role of Stakeholder Participation and Involvement*

Mr. Lazarus's presentation advanced the argument that stakeholder involvement and participation in the design and implementation of performance measurement systems is an effective strategy for addressing the unintended effects of performance measurement, improving service delivery and achieving positive service delivery outcomes. He highlighted the perverse effects of performance measurement that have the potential to drastically lower service delivery and service delivery outcomes in the public sector. The paper contended that studies highlight the benefits of involvement and inclusion of stakeholders in the performance measurement system as acceptance, utilization and motivation to use the system to achieve the objectives of a performance measurement system. Overall, he concluded, involvement and participation of key stakeholders creates ownership of the system, the processes are better understood and performance targets are perceived not to be inconsistent, unfair and not achievable.

Mr. Lee Daehee and Jeon Bongjoo – Korea Institute of Administration

Topic: Citizen's Involvement in Performance Management in Korea

The presenters perspective was that, to strengthen public management capability, important questions have to be asked namely: are the public servants accountable to the public and responsible for their own work; is the participation of related people and organizations active; and is the relevant information open to the public and whether there are any obstacles. The other key questions are: whether the policies are responsive to client's needs and are the political, financial, human, technical capabilities for executing the policy sufficient. The presenters added that successful performance management meant achieving effectiveness in most outcomes within the given budget and at the lowest cost possible.

The presenters encouraged involvement of autonomous civil society organizations which they said are the most reliable evaluation institutions. Civil society organizations, they added presented innovative policies, criticism on policies and revolutionary solution whose value is never recognized during economic development period. The paper stressed that customer satisfaction should become a major goal for all government institutions and for all policies. It concluded that demands for value to customers should guide policy development, and that the level of achievement be used as key evaluation factors.

Prof. Malcolm Wallis and Melody Brauns –Durban University of Technology

Topic: Performance Management and Public Policy: the Case of the Health Sector

The presenters highlighted an overview of public health sector case study in South Africa to construct and show the close linkages that exist between policies and performance. They argued that adoption of a policy without examining and acting upon issues related to performance can be a significant reason for the failure to implement. The presenters reflected that policy analysis, in its more conventional forms, tends not to take into account the need for better performance from public sector organizations and the people who work in them. In extreme form, this can give rise to the notion that performance issues are unrelated to policy. The presenters argued further that implementation failure is one of the main reasons why policies do not yield the results anticipated. They reasoned that performance management works only if there is information and only if under performance is visited with real and serious repercussions.

The presenters noted that performance management, in its ideal form, is seen as an integrated way of planning for performance, activating the organization to achieve the level and extent of performance planned for, providing for monitoring mechanisms and for overall evaluation. They outlined the importance for performance, strategy and policy mandates to be aligned to one another. Whilst acknowledging and highlighting some of the key problems, the presenters also suggested that it might be possible to learn from success. Taking the public health sector of South Africa as a case in point, the successes and its failures are reported frequently in the print media. Such failures can play a powerful role in shaping patients' negative attitudes and dissatisfaction with healthcare services. The paper argued however, that concerns over deficiencies should not blind researchers and practitioners to the existence of successful experiences, such as that of Montebello, which can guide policy. The presenters concluded that the best way towards improved service delivery is through participation, community involvement, greater commitment from government, better governance, accountability, transparency and improved political purpose within the public sector.

Discussions and Responses

In underlining the centrality of stakeholder's involvement and ownership in performance management, a need for policies on stakeholder engagement was identified and elaborated. Citizen involvement in the design and implementation of performance management makes it paramount for them to participate in policy formulation as well as on policy evaluation. The importance of clearly defining stakeholders was stressed more especially in view of the necessity to involve development partners and other parties active in the realm of governance and public administration. It was noted that effective stakeholder engagement including dialogue depends on capacity and creation of enabling environment in the public service. On this matter a view was taken that key stakeholders are the citizens since they are primary recipient of the services rendered.

A question was posed whether 'good governance' was not in the eye of the beholder. This view was roundly disputed on the basis that performance management and the whole concept of 'good governance' are based on set norms and standard hence cannot be consigned to the subjective realm. Delegates observed that recruitment policy was a relevant matter in the success or failure of performance management systems. Delegates also stressed the need to align performance management systems with national visions.

PLENARY THREE:

Performance Monitoring and Evaluation for Improved Service Delivery

Chair: Mr. George Yambesi - Permanent Secretary, President's Office-Public Service Management, United Republic of Tanzania

Presenters:

Dr. Josephine Mwanzia - Kenya School of Government

Dr. Finlay Sama Doh - Senior Lecturer University of Yaoundé and AAPAM Vice President for Central Africa

Dr. Faustin Clovis Noundjeu -

Dr. Josephine Mwanzia- Kenya School of Government

Topic: Outcomes of Implementation of Performance Management System in the Public Service in Kenya

Dr. Mwanzia presented the Kenyan experience in the implementation of a range of Performance Management Tools. She reported that the Kenyan performance management system draws upon a results based management approach that requires all public organizations to have well defined objectives and clear strategies for achieving them. She averred that performance management must look at both outcome and output level, and that for the system to flourish, both institutional capacity building and competency building of the human resource cannot be avoided.

Drawing on questionnaires, interviews and focus group discussions conducted with a wide range of public servants, Dr. Mwanzi argued that well intentioned performance management systems fail to achieve desired results because they are too complex to implement with ease and fail to align to day-to-day activities to organizational and national strategic goals. She reasoned that effective performance management systems should emphasize an element of lessons learnt and outcomes gained from implementation processes as a critical component of performance improvement and accountability.

Dr. Finlay Sama Doh- Senior Lecturer University of Yaoundé

Topic: Performance Monitoring and Evaluation for improved Service Delivery

Dr. Doh prefaced his input by defining performance management as a reform initiative aimed at facilitating delivery of national goals and realization of national vision. He presented the conceptual framework for performance management highlighting linkages which exist between performance management and performance evaluation and monitoring. He identified independence, credibility and utility of evaluation results as prerequisites for effective performance evaluation and monitoring. He reiterated that monitoring and evaluation capacities have to be built at all levels as this area seems to face myriad challenges. He further reflected that experience based on lessons learned and good practice shows that it is possible to achieve significant progress by using various mechanisms and tools in a complementary manner.

Dr. Doh argued that monitoring and evaluation can be made more effective through a decentralized and diversified training regime. There was, he added, a pressing need for investment in complementary technical assistance, support for information systems and certain sensitization and policy discussion forums and professional exchange platforms at the national, sectoral and even local level. These interventions, pressed, can augment monitoring and evaluation system to make a great deal of progress toward effectiveness and sustainability of the evaluators, which is a key element in the overall reform of the public sector.

Dr. Faustin Clovis Noundjeu

Topic: L'importance de l'outil JOBS Description dans le monitoring de performance du personnel dans un service public

Dr. Noundjeu's input stressed the importance of using job description as a monitoring and evaluation tool for public service personnel. He conveyed the view that an effective monitoring and evaluation system is best achieved where activities are broken into tasks to be understood and agreed between supervisor and personnel. Fair tasks distribution and sufficient involvement of employees in developing tasks, he said, is considered as key for successful performance management and monitoring.

Discussions and responses

Delegates cautioned against the use of terminologies such as 'customer' and 'client' as the two may convey a different meaning in a service delivery context. A further caution was made against importing wholesale private sector performance management approaches and methods in the public service. It was also considered unrealistic to expect public servants to deliver on the standards of the private sector since the two operated in different contexts and the two were impacted by different dynamics. Whereas the private sector operated in a market driven environment, the public sector resides in a politically charged environment where recruitment dynamics informed delivery to a great measure. The challenge really was to identify winning private sector practices and determine how such can be transplanted in the public sector without compromising government's social responsibility mandate.

In the same vein, it was acknowledged that the public sector has pockets of excellence that can benefit the private sector in some respects. A point was made that performance management systems are technical and complex due mainly to the application of many tools hence the need for simplification to ease implementation. Since performance management seeks to improve commitment and accountability, it was critical to start with soft performance and move to hard issues such as technology etc.

PLENARY FOUR:

Enhancing Accountability and Transparency through Performance Management Measure

Chair: Mr. George Ross - IPAC President, Canada

Presenters:

Dr. Mataywa Busieka - Director, International Relationships Department of Public Service and Administration, South Africa

Prof. P. S. Reddy - University of Kwazulu - Natal and Prof. Nirmala Govender -Head of Evaluation, e-Thikweni Municipality.

Mr. Ndaruhuste Ruyaaza, D. Malowa and Mr. M. Mugisha - PhD Students, Uganda Management Institute of Management

Dr. Mataywa Busieka- Department of Public Service and Administration

Topic: Performance Management as a veritable catalyst to Good Governance and conveyor belt for policy implementation: the Case of South Africa's Outcome Based Approach

Dr. Busieka's contribution highlighted the centrality of performance management in effective governance and enhanced public service delivery. He discussed the concept

of Outcome Based Approach (OBA) adopted by the government of South Africa in its effort to raise accountability levels in the quest to deliver discernible quality services to its citizens. He outlined the approach that the government of South Africa has taken to implement the OBA, including the establishment of Presidential Delivery Units as tools of accelerated delivery and accountability. He demonstrated that key to implementing OBA is the identification of clearly defined priorities, outputs and outcomes that are SMART (Specific, Measurable, Achievable, Realistic and Time Bound) and verifiable.

Dr. Busieka outlined the five priorities and 12 outcomes that the government of South Africa has identified for implementation through application of the OBA toolkit. The paper further discussed the role and positioning of the public administration in the implementation of the Outcome Based Approach to achieve set objectives. Benefits and challenges in implementing OBA are also discussed in the paper. The paper concludes by recommending OBA as a performance management system that provides a holistic and coordinated approach to implementing government policies and programmes focusing on attaining given outcomes, i.e. meeting the people's needs. Whilst admitting that the OBA is no panacea for the myriad service delivery challenges Africa is grappling with, the paper argues that OBA, does however provide an objective framework for a people centred service delivery.

Prof. P.S. Reddy and Prof. Nirmala Govender

Topic: Monitoring and Evaluation of Performance at e- Thiwekeni Municipality in South Africa with particular reference to service delivery

The presenters commenced by stressing that the government of South Africa is taking performance management very seriously. The paper showcased the implementation of performance management in the municipality of eThekweni which is one of the eight metropolitan municipalities in South Africa based in the Kwazulu-Natal province. The main challenge the municipality is grappling with is equitable distribution of public services. The presenters discussed the approach taken in monitoring and evaluating performance, including the use of the balance score card methodology.

The presenters identified Integrated Development Plans; budget monitoring; risk assessment; and citizen engagement as key success factors in monitoring and evaluation of performance. The presenters highlighted the challenges and benefits that have accrued as a result of the implementation of performance management systems. The presenters concluded that performance monitoring is a permanent feature of public service as it may be the only way through which government is able to deliver on its mandate of effective and efficient services to the people.

Topic: is performance management a panacea for effective accountability and Transparency in Public Service delivery in a developing country? Insights from Uganda

The presenters highlighted performance management measures that have been instituted in Uganda in light of the crosscutting bottlenecks in the implementation of these measures. They examined various policies and legal frameworks that act as enablers of performance measures in Uganda. These include: Inspectorate of Government Act of 2002, Leadership Code Act of 2002, Anti-corruption Act of 2002, whistleblowers Protection Act, Access to Information Act, National Audit Act, Public Procurement and Disposal of Assets Act and Local Government Act. The presenters observed that despite the fact that several achievements have been recorded following the institutionalization of these policies and legal frameworks, diversion of scarce resources still jeopardizes various public services such as health and safety of citizens. This outcome is a result of poorly designed infrastructure projects and scarcity of medical drugs in hospitals.

The presenters noted that corruption impacts the poor citizens who are least able to absorb its costs. Corruption, they said, manifests itself in schemes that illegally divert state funds, undercutting on services such as education, health, public transportation and local policing that people depend on most. In their conclusion, the presenters emphasized that to a large extent performance management measurement cannot be a panacea to accountability problem. They went on to propose various comprehensive strategies for addressing the existing challenges and enhancing performance management measures which include: increased access to information; emphasizing ethics and integrity and inculcating national values; institutional reforms; assessment and monitoring; developing and implementation of citizen charters in all government departments; enforcement of anti-corruption measures; and the Anti-Corruption Inter Agency (IAF).

Discussions and Responses

In responding to the three inputs, delegates observed that, in measuring performance, it is important to involve the citizens and other key stakeholders noting that citizens' involvement has to be holistic and at all stages and levels. The conference also advised that planning and budgeting should be a bottom-up approach so as to ensure ownership and buy-in. Delegates further stressed that service delivery interventions are meaningless if such do not improve the people's quality of life. Delegates expressed the view that monitoring and evaluation must encompass user satisfaction surveys to assess value for money.

PLENARY FIVE:

Human Resource Development as a Precursor to Effecting the Actualization of Performance Management Systems

Chair: Hon. Anastase Murekezi - The Minister of Public Service and Labour, Rwanda.

Presenters:

Dr. Kofi Osei Akuoko - Kwame Nkrumah University of Science & Technology Kumasi, Ghana

Ms. Irène Koukoui Dehoumon - Conseiller, Académique Présidente De L'ONG Femme Action Développement

Ms. Florence Nyokabi Wachira – Director Recruitment & Selection PSC, Kenya

Dr. Kofi Osei Akuoko

Topic: Performance Appraisal as Employee Motivation Mechanism in Selected Financial Institutions in Kumasi, Ashanti Region of Ghana

Dr. Akuoko's input commenced with a reflection on Performance Appraisal and Performance Management theories citing as example Taylor's Profit Maximization Theory. He maintained that effective Performance Appraisal System (PAS) remains a practical challenge to managers and employees because of cognitive, motivational and behavioural factors. He pointed out that academics and human resource practitioners view PAS as an effective tool for human resource management. A review of recent studies however showed that employees in some financial institutions viewed PAS as discriminatory, punitive and judgemental where bias and cronyism replaced objectivity.

Dr. Akuoko revealed that a social survey that was conducted in the Kumasi Metropolis showed that employee participation in the appraisal process and manager-subordinate interaction was generally high and very cordial which boosted employee motivation to perform. Majority of employees preferred the use of appraisal to assess training and development needs. He concluded by encouraging managers to undertake training and development needs analysis in order to meet the desires and aspirations of employees who are required to increase productivity and organisational growth. The survey, he said, clearly demonstrates the need for systematic approaches to diagnose the weaknesses of employees who fail to meet the required standards of performance.

Ms. Irene Koukoui Dehoumon

Topic: Le Renforcement du capital humain comme précurseur d'une réelle actualisation des systèmes de gestion der performances: le regard de l'ONG Femme Action Développement de la République du Bénin

Ms. Dehoumon's contribution addressed the role of basic education in achieving developmental goals. The presentation defined the role of the state in the construction of the administration in the service of and for the general interest of the development of the nation through education. She elaborated on how education can foster the development of human resources setting and enhancing teacher's qualification and their role based on the vision that, schools are the foundation of the realization of quality basic social services. Ms. Dehoumon reflected that primary education is, for most countries, a priority on human resource development hence the need for community access, involvement and ownership. She took the view that where a school has an environment conducive for learners, citizens take the cue and consider the school as a company training tomorrow's experts, teachers, managers, etc. She sued for effective measures to deal with the management of time, and improved efficiency based on vision and objectives of the nation. She advocated for a holistic partnership between schools and the communities in order to impact teacher performance. She concluded that the development of human capital is key to the reduction of poverty in communalities.

Ms. Florence Nyokabi Wachira- Director Recruitment Public Service Kenya

Topic: Factors Hindering Effectiveness of Management Development in the Civil Service of Kenya: Impact of Human Resource Development Professional Expertise

Ms. Wachira's paper was based on empirical research data that examined how managers in the civil service of Kenya perceive Human Resource Development (HRD) professionals specifically on their ability to facilitate their effective development. She explained that the key purpose of performance management is to measure effectiveness, identify training needs and promote motivation through giving feedback on performance. She noted that line managers, as coaches; require skills, knowledge and the right attitude acquired through effective management development. She stressed that management development is an integral component of Human Resource Development and is premised on organizational performance improvement mediated through human expertise and effort. She added that HRD professionals are expected to be very good facilitators of management development and to have capacity to work with managers for their effective development. In a nutshell, the study found that generally, managers did not think the HRD professionals were very good in carrying a vision for the function, being skilful in implementation of HRD activities, having capacity for effective communication, designing and conducting training needs assessment of managers and in planning training and development targeted at identified needs.

Ms. Wachira's study found positive correlation between HRD expertise and effectiveness of management development. The study concluded that HRD expertise significantly affects effectiveness of management development. The study recommended that HRD professionals pay attention to their personal development especially to improve their skills in communication and in conducting training needs assessment for managers. The Government should also address issues of recruitment and development of HRD professionals to ensure they are able to act as good facilitators of management development.

Discussion and Responses

Delegates raised the question of employee involvement and satisfaction in performance appraisal system and how this can be measured within an organization. The need to invest in primary school as a foundation for better HRD was underscored. Such investment, it was observed, serves as a basis for future ownership and involvement of the community toward the promotion of efficient and effective use of public resources. A suggestion was made that AAPAM should develop some form of guidelines and a roadmap to assist counties move conference recommendations into implementation.

Delegates observed that issues of HRM and HRD have acquired a high level of recognition in Africa as indeed the human factor has a central effect on administrative effectiveness. Conference acknowledged that HR and Performance Management depends entirely on what you put in, and there is also a need to identify and addresses the key activities which require special attention. Delegates recommended that special attention be given to immediate supervision since failure to do so leads to a collapse of human resource programmes. Another intervention noted that performance appraisal depends on organizational culture and the externalities of the process. A call was made for the Ministries responsible for HR reforms to improve the pace of implementation of policies to realize HRD requirements. HRD training by HRD professionals was considered indispensable. In order to address the knowledge gap there was need for regular interaction between the managers and HRD professionals. It was equally important that HR recruitments be based on sound policies and HRD programmes should be well coordinated.

PLENARY SIX:
Performance Management in Local Level Service Delivery

Chair: Mrs. Bridget Katsiriku – Chairperson, Public Service Ghana

Presenters:

Dr. Nura Huka Mohamed - Kenya School of Government

Mr. Reuben Govender - Deputy Director, Quality Management, Department of Agriculture & Rural Development, Gauteng Veterinary Services Branch, South Africa

Dr. Nura Mohammed

Topic: New Dispersions, Inspiration and Hope: The Expected Change and Transformation of Kenya's Performance Management System under the New Constitution

Dr. Mohamed's paper presented a critical analysis of Kenya's current performance management system, its challenges and successes as well as a reflection on the transitional framework to the new constitution. He noted that after independence Kenya made tremendous strides in almost all spheres of life. It was a country, he reflected, full of promise and indeed the envy of most of the countries in Africa, a showcase where, among other things, service delivery in the public sector then were rated highly. Dr. Mohamed lamented that over the years it became increasingly evident that the Kenyan government was unable to sustain service delivery standards. As a result, quality of service delivery deteriorated whereas, bureaucracy, inefficiency and corruption increased. He revealed that the Constitution of Kenya, 2010 has implications for Performance Management System in Kenya more especially given the fact that the obtaining policy environment has changed with regards to the devolution dispensation that has been adopted. The Constitution, he added, has provided the context through which the public service must deliver services to Kenyans.

In order to manage performance under the new constitutional dispensation, Dr. Mohammed stressed the need for enhanced capacity for all envisaged institutional arrangements and clearly defined relationships between all three arms of government and other institutional set up including the national and county governments. Dr. Mohammed concluded by recommending that within the framework of separation of powers and sovereignty of the three branches of government, the management of performance contracting in the three arms of Government of Kenyan should be managed separately whilst sharing best practices. He added that managing such performance should be coordinated by an independent office, result-based management centre, which should be given powers to monitor, evaluate and report on performance of national and county governments.

Mr. Reuben Govender- Deputy Director, Quality Management, Department of Agriculture and Rural Development

Topic: Performance Management with Voluntary Management Systems: A Case Study Using ISO 17020 Competency Standards in Gauteng, South Africa

Mr. Govender's paper discussed performance systems within voluntary management systems with a special case of Gauteng Veterinary Services in South Africa. He argued that performance management systems within the civil service are often subjective, lending itself to being unreliable and inaccurate in terms of its indication of good and bad performers. He proposed remedial action in recourse mechanisms built within such performance management systems noting that if applied subsequently cannot be adequately carried out towards improved service delivery through correction and prevention of poor practices. He reported that after experiencing incessant challenges with other systems, senior managers turned to a voluntary management system published by the International Organisation for Standardisation (ISO) to manage the competence of staff to the end of quality service delivery to the public. He detailed how competency within the Gauteng Veterinary Services accreditation is maintained through various mechanisms such as selection and recruitment of veterinary officials, supervised training and authorization of meat safety technical committee audits, supervisory audits and quality management unit.

Dr. Govender averred that quality is complicated in the service industry because services are not tangible. When products are manufactured they are inspected or tested to ensure that quality specifications are met. This is done to ensure that consumers receive only products that meet quality specifications. Poor service delivery in turn may have serious consequences for customers. Therefore the pressure to deliver quality services that meets customer expectations as well as other regulatory requirements the first time is greater in the service sector. He added that service delivery in government is further complicated by, among other factors: lack of strategic thinking and positioning; ignoring or inadequately implementing fundamental principles of quality management to deliver quality services; lack of commitment to deliver quality services to satisfy the public; and inability to adjust to the changing needs of the public and internal customer within government by support functions. He explained four key pillars to adopting and implementing voluntary standards in order to be effective and to reap the full benefits of these standards.

Discussions and Responses

A question was posed on how to recall non-performing members of Parliament in the Kenyan performance management context and whether there are provisions in the new constitution to address this dilemma. In response, it was confirmed that the Constitution of Kenya, 2010, makes provision for the electorate to recall their non performing members of Parliament. In this regard, delegates expressed misgivings with regard to the effectiveness of performance management system that have neither sanction nor reward.

Delegates agreed with the strategy of putting in place succession plans to sustain political will in the implementation of performance management systems. A symbiotic relation was advised to be established between individuals and institutions which need to be nurtured so that effective leaders that initiate useful reforms pass these over to institutions that can sustain implementation beyond individuals. The Conference also called for greater flexibility to be built into the performance management systems to accommodate good ideas that emerge when implementation kicks in. Overall, the need to institutionalise reforms was stressed for sustainability purposes.

Presentation of the report of the AAPAM - Deloitte Member Value Survey

Mr. Richard Carson - Deloitte Canada

In an effort to establish current and potential member interests, as well as identify issues and priorities of corporate bodies and governments in Africa, AAPAM jointly with Deloitte Canada commissioned a survey to sample member needs. In presenting the results of the survey, Mr. Carson of Deloitte said the survey had identified a need for diversity of measures in performance management in sector specific areas. The survey noted that with the advent of Information Communication Technology (ICT), citizen's access to information has exponentially increased and this has resulted in raised expectation for improved services. The survey further noted that whilst most African countries have seen marked growth in GDP, unemployment remains a huge problem.

On the matter of professional development and leadership opportunities, coaching and motivation from superiors came out as an area of great need. This involves knowledge transfers and managing upwards. The survey also identified hard professional skills such as talent and development as an area of great endeavour. The survey noted that middle management, for example, need communication skills in order to motivate others. The survey called for more private sector participation around soft skills that focus on customer service. Platforms such as online training programmes, round-table events, training accreditation programmes and public Sector capacity building are preferred for professional development. Delegates heard that training and career pathing were in short supply in the public sector.

The survey will be disseminated to AAPAM members and non-members who will access quantitative, evidence-informed research results and qualitative commentary on key aspects of African public administration and the needs and concerns of AAPAM members. The results were consolidated and interpreted before the insights/results were presented to the 34th AAPAM Roundtable held in Zanzibar. The purpose of the exercise was not only to inform AAPAM's strategic service and program offerings, but also expand awareness about how the African public service performs. It is expected that the results of this research study will be of relevance and use not only to AAPAM, but also to African public servants.

CONCURRENT SESSIONS ONE:
Performance Management in Local Level Service Delivery

Chair: Amb. Ombeni Y. Sefue - Chief Secretary, Secretary to the Cabinet and Head of Public Service of the United Republic of Tanzania

Presenters:

Mr. Janson Nkyabonaki - PhD Student at the University of Dar Es Salaam

Ms. Tiyesere Mercy Chikapa and Mr. Michael Chasukwa - University of Malawi

Mr. Janson Nkyabonaki- PhD Student University of Dar Es Salaam

Topic: Service Delivery and Performance Management for Development at Local Levels in Tanzania: A Myth or Reality

Mr. Nkyabonaki presented a case study of the Local Government Reform Programme in Tanzania which aims at improving the delivery of quality services to the people. The main strategy is decentralization which is being implemented through the Decentralization by Devolution (D-by-D) Policy. The paper examined the Tanzanian Government's implementation of its D-by-D Policy, and the impact of the output on performance management in service delivery and development landmarks. He reported that the government of Tanzania with the aim of improving service delivery in the health sector, adopted the process known as 'Opportunities and Obstacles for Development' (O&OD) as a preferred approach to participatory planning, thus making the process start at the lowest levels of governance and community.

Mr. Nkyabonaki added that participatory monitoring has been introduced to ensure that the framework is adhered to by all stakeholders. The monitoring framework encompasses two key systems namely: Public Expenditure Tracking System (PETS) which involve communities and Civil Society Organizations (CSOs); and Participatory Service Delivery Assessments (PSDA). This is going beyond 'following the money' to look at whether the allocated expenditure is having an impact. He concluded that without a political and bureaucratic commitment to devolve powers and resources to local communities in Tanzania, development will be far from being achieved.

Topic: Performance Management for Service Delivery at the Local Level in the Absence of Councillors in Malawi: A failed Attempt? The Case of Lilongwe District, Zimba District and Balaka Town Councils

The presentation was based on an investigation of the process of performance management in the absence of councillors in three councils in Malawi. They stressed that performance management remains central in ensuring that councils deliver their mandate to the local people. They argued that district councils can be effective in delivering the locally demanded services if the citizens participate directly or indirectly in setting the performance targets and in the determination of future improvements. They noted that although councillors only consulted the affluent of the society namely MPs, traditional leaders, business people among others, this interface gives citizens a chance to participate in performance management.

The presenters highlighted that in the absence of councillors, citizens have been relegated to the periphery as even the affluent do not have a chance to influence performance targets in the district councils. They further noted that although these Councils have established consultative committees, these structures do not necessarily take it upon themselves to consult the grassroots on how things should be done or what kind of services should be delivered and of what quality. They concluded that unless councillors are reinstated, the citizens' role in performance management of district council frontline staff will be a farfetched dream.

Discussions and Responses

A question was posed on whether local councillors are the solution or a problem to improved service delivery? This question was raised in the light of the fact that some councillors are involved in contracting services from councils/municipalities they work. A view was taken that since councillors are citizens' voice having been elected in a democratic process, what is required is to assist them build capacity to deliver. Unless the central government devolves authority and power to the local government there is no way that Local Government Authorities (LGAs) will be effective and efficient service delivery machinery.

Delegates defined the role of central government as an overseer and facilitator rather than implementer of the functions of LGAs in the essence of "Eyes On but Hands Off". The conference called for involvement of the Media, Civil Society Organizations and Community Based Organization in LGAs as crucial to achieving even and equitable implementation of service delivery programmes. Delegates urged AAPAM to take the initiative of reporting to African governments the outcomes of the Round Table Conferences and particularly findings that address service delivery challenges that local authorities grapple with. Where practical, delegates advised AAPAM to explore available avenues to present Conference outcomes to the African Union and its structures.

CONCURRENT SESSION TWO:

Sub Theme: Performance Information: the Gateway to Improved Service Delivery?

Chair: Dr. Abdulhamid Yahya Mzee - Chief Secretary and Secretary to the Revolutionary Government of Zanzibar

Presenters:

Dr. Robert P. Taylor - CEO Institute of Public Administration of Canada (IPAC)

Dr. Ly Ousmane

Mr. Choi Changhak - Korea Institute of Public Administration

Dr. Robert Taylor- CEO Institute of Public Administration Canada (IPAC)

Topic: The Road to Open Government: Enhancing Public Sector Transparency, Accountability and Performance through Open Door Approaches

Dr. Taylor defined Open Government as the governing doctrine which holds that citizens have the right to access the documents and proceedings of the government to allow for effective public oversight. The paper noted an increasing demand for and insistence on ethics, values, openness and access to information. The paper reflected that as countries begin to recover from global economic turmoil, combined with public demands, the public sector must learn to adapt and exploit new technologies that are rapidly changing the environment in which we live, work and play. He presented Canada's Action Plan on Open Government which focused on Open Data, Open Information, Open Dialogue all of which are geared towards collecting Canadians' opinion, also sharing / giving them information and an opportunity for a stronger say in policies and strategies of the Government. Before setting the stage for Open Government Data (OGD), systems and infrastructure have to be in place for processing, managing and protecting information.

Dr. Taylor cited examples of OGD in the Federal Government of Canada, the Province of British Columbia and the City of Toronto. He added that Institute of Public Administration of Canada (IPAC) has recently undertaken research to document the adoption of Open Government approaches and the impediments to their broader application. The research found that while currently there is very limited use of new technologies, there is a clear interest in exploring their wider application and general support for Open Government. He concluded that many forces are driving governments to transform themselves but must contend with and overcome a variety of barriers.

Dr. Ly Ousmane

Topic : Les technologies de l'information au service de la performance de l'administration des professionnels de la sante: une etude de cas sur le projet de l'ordre des medecines du Mali

Dr. Ousmane presented a project on the use of ICT for delivery of services for health professional (medical doctors). The project demonstrates how medical professionals in Mali use ICT in facilitating easy access to information for medical practitioners. He reported that a website has been developed for medical specialists who use electronic messages to process professional identity documents. He added that a database and email were developed to give the public an opportunity to confirm medical doctors' qualifications. The system allows medical doctors to gain access to their personnel files. Dr. Ousmane reiterated that through the established database, there is an administration interface through which members' contributions can be tracked or monitored. Success stories from the database include reduction of time in processing of professional IDs, which has been reduced from one month to a week.

Mr. Choi Changhak- Korea Institute of Public Administration

Topic: E- Government Strategy of Performance Management in Korea

Mr. Changhak presented a history of e-government in Korea, which started from a simple use of computers during late 1960s to the current massive use of e-government technologies in provision of public services. Mr. Choi highlighted some key success factors in e-government in Korea such as application of e-government digital budgeting and accounting system, home tax services, and administrative information database. Other initiatives are paperless administration, e-procurement system, e-customs, administrative and information services, recording and managing of opinions in policy processes, establishment of information network villages, to mention a few. Lessons learnt from Korea are: building capacity of citizens or recipients of services on how to use e-government services; creating ICT infrastructures and institutions for championing e-government; developing regulatory frameworks for managing and supporting e-government; and all for improved service delivery.

Discussions and Responses

Whilst appreciating the important role of Open Government, caution was sounded on the extent to which the Government should be open and transparent as most Governments have confidentiality culture particularly for classified information. Furthermore, there are international, national and individual security concerns which have to be considered and addressed before embracing e-government and open government. Delegates advised a need for greater coordination and management of information across governmental level e.g. Micro, Messo and Macro to ensure consistency and reliability. One important concern

relates to the erratic and therefore unreliable energy supply which is experienced in most African countries. Delegates warned that unless African governments make huge investments in the energy sector to address electricity generation challenges, the success of the ICT roll-out will be limited.

CONCURRENT SESSION THREE:

AAPAM Young Professionals Consultative Platform

Chair: Ms. Esther Ng'ong'ola

AAPAM Young Professionals discussed matters of particular interest to them. The Young Professionals is an outfit that creates a forum for young and upcoming professionals to get necessary exposure in public sector management and administration. The Young Professionals forum expressed the view that experiences across the continent show that performance management needs a holistic approach to achieve meaningful results. They called for an enabling framework and the need for stakeholder involvement and participation in improving service delivery. The Young Professionals correctly diagnosed external factors such the global economic crises, donor aid dependency, natural disasters, wars to mention a few, negatively impact service delivery in Africa. The Young Professionals however acknowledged that performance management systems provides a useful framework that if well managed creates the possibility for improvement of service delivery in Africa.

The AAPAM Young Professionals deemed the 34th Roundtable Conference very educative, informative, and thought provoking. Presentations, they said, were hugely rewarding and the awards highly motivating. The conference inspired and challenged them to go into research and paper writing. The AAPAM Young Professionals Network (YPN) among other things, called on all Network members to champion the existence of local chapters in their respective countries. They called on network members to identify senior officers who are already dedicated to the cause of AAPAM to be their patrons at continental and country chapter level.

The Young Professionals conveyed gratitude to the AAPAM Executive and Secretariat for their dedicated work and continued facilitation of the YPN participation in Round Table Conferences. They also thanked the Commonwealth Secretariat for its commitment and dedication to the continued existence and growth of the YPN through financial and moral support. The Young Professionals thanked their respective governments for facilitating their attendance at the conference.

CONCURRENT SESSION FOUR:

APS-HRMnet: Strengthening Human Resource Manager's Capacity in Africa's Public Service for Effective Performance Management and Service Delivery

Chair: Mr. George Yambesi - Permanent Secretary, President's Office-Public Service Management, United Republic of Tanzania

Presenters:
Mr. John Lavelle

Dr. John-Mary Kauzya - Chief of Public Administration Capacity Branch DPADM/DESA, United Nations, New York

Dr. Jean-Yves Djamien, Ph.D., Eng.

Prof. Gelase Mutahaba - University of Dar es Salaam

Mr. John Lavelle

Topic: Using Performance Management Tools and Systems to Achieve Superior Performance: Leveraging the Intrinsic Motivation and Interest in Excellence of People Behaviour in People

Mr. Lavelle used a common saying from Tolstoy Anna Katerina that "Happy family are alike, every unhappy family is unhappy in its own way" to highlight the "Hard-Soft Power coaching" in the context of performance management in the role of individual management. He stressed the importance of staff engagement, cautioning at the same time that high turnovers have significant adverse impact on performance. He encouraged managers to think of intrinsic rewards as a motivational tool to the employees. Dr. Lavelle recommended the adoption of performance management systems in the organisational context, but cautioned that there is room for system failure which could engender unintended consequences in the organization.

Dr. John- Mary Kauzya – Chief of Public Administration Capacity DPADM/UNDESA

Topic: Framework for Assessing the Performance of the Public Service in Africa in Managing Diversity and Inclusion in the Public Service? Target numbers VS Delivery of Services

Dr. Kauzya's input focused on the issue of 'Managing Diversity' as a critical aspect of managing socio-politico-economic development. He submitted that there are a number of reasons diversity should not only be managed but also included in the African public service. He expressed the view that diversity not only affects the survival of the market and competitiveness but it is also associated with social justice and so it is the right thing to do. He explained some key challenges associated with managing diversity and cautioned

that with regard to the public service one may wish to consider and focus mainly on issues manifested in society.

Dr. Kauzya further reflected that diversity is not a negative force to reckon with but rather it is a positive resource to be harnessed for development adding that diversity management is about taking it as part of a country's socio economic activities. He called for policies, strategies, legal frameworks, institutions and structural arrangement to manage diversity and inclusion in the public service. He concluded on a point of emphasis which is promotion of the diagnostic analysis and recognition of differences and similarities as a base for managing and harnessing the issue of diversity.

Dr. Jean-Yves Djamén

Topic: The Role of Information and Communication Technology (ICT) in Improving the Evaluation of Performance of the Public Service in Africa

Dr. Djamén prefaced his presentation with a practical demonstration of a typical performance life cycle and highlighted that government and development institutions opt for performance management so as to plan, create efficiencies and improve the delivery of public services. He noted that performance measurement enable the organization to know if the target has been reached and hence the challenge of setting performance indicators in the public sector. He cautioned against the tendency to assume that the goal of a government is to deliver services at the lowest cost through efficient means, especially when the accountability level is low. He emphasized that governments can do better using ICT in the implementation of policies, tracking systems and enhancing information exchange and data to track execution and information systems to provide useful metrics to HRD.

Dr. Djamén noted that responsiveness of the government depends on the efficiency of the feedback loop: speed and data quality. He explained that data quality dimensions can be determined through accuracy, completeness, relevance and timeliness. He went on to list some expected challenges and barriers which include lack of understanding of governance, lack of cross government coordination, poor state of data management infrastructure, resistance to accountability and lack of transparency. He concluded that ICT may speed up the evaluation process by automating the process of data collection and increasing the frequency of the feedback to test whether the objectives have been attained.

Prof. Gelase Mutahaba- University of Dar es Salaam

Topic: Human Resource Managers and their Roles in Changing Circumstances

Prof. Mutahaba submitted that managing human resources poses different challenges based on driven trend of transition model of HR management. He took the view that for performance management to succeed in the public service the institutional performance must first improve. He pointed out that the organization could perform well even where

individual employees' performance is poor. He highlighted that managers don't have to measure the organizational performance but they should focus assessment on the individual performance. Measuring the performance of individuals, he advised, will lead to the improvement of the organization's overall performance.

Prof. Mutahaba defined the role of HR managers as that of setting and changing criteria for measuring individual performance from time to time. He observed that some countries like Kenya and Botswana put wrong emphasis in measuring institutional management performance rather than individual employees' performance. He explained that current trends suggest a move from measuring institution performance and rather focus on individual performance. He then posed the question whether HR managers shall follow processes as indicated in the papers or will they be actively involved in the process of performance management system as individuals. He then concluded that HR managers now need to change from the confidential to open appraisal system.

Discussions and Responses

Delegates encouraged HR managers to be motivated in harnessing diversity into a valuable resource for the development of African countries. It was suggested that there is a need for cross cutting interventions in human resource matters. Delegates observed that HR managers are doing well in measuring organizational performance but the challenge lies at the individual level citing the case of Kenya where there is no proper system of measuring individual performance. Conference raised the issue of how HR managers can capacitate line managers to understand how to identify and measure poor performance. On the issue of diversity, delegates suggested HR managers need to look beyond numbers and emphasize policy implementation as a measure towards harnessing the positive aspects of diversity.

Delegates expressed a concern that some HR managers lack the essential skills hence the need for top management to provide mentoring and coaching to enable them acquire essential competencies. Delegates reiterated that recruitment of public service agents should be based on the principle of merit, equality, equity and non-discrimination. In addition, trust was identified as vital either at individual or organizational levels. Human resource managers were encouraged to take initiative since they are part of the senior management cohort. Delegates expressed the considered view that the number of papers were many hence crowding out time for meaningful engagement on thematic issues. Participants asked AAPAM to consider reducing the number of presentations whilst allocating more time to interventions and responses from the floor.

**PLENARY SEVEN:
Country Case Studies**

Chair: John Mitala - Head of Public Service, Uganda

Presenters:

Prof. Y. Pardhasaradhi - Department of Public Administration Osmania University,
Hyderabad, India

Prof. Han, Chonghee - Korea institute of Public Administration

Mrs. Ndjouli Germaine

**Prof. Y. Pardhasaradhi – Department of Public Administration Osmania University
Hyderabad India**

Topic: Performance Management for Improving Public Service Delivery: An Indian Experience

Prof. Pardhasaradhi's paper highlighted radical changes the Indian public service has undertaken through the application of e-governance and e-government in two decades from 1990's. The paper acknowledged that information technologies have been decisive tools in the emergence of new economies in the last two decades of the 20th century. Core activities include financial markets, science and technology, information and communication, international trade, high-skill labor, and multi-national firms and networks of producers and distributors of high value added goods and services. The paper discussed ICT advancement and as a result, formation of a networked economy, in which units of production, distribution, and management are organized in networks. In other words ICT provides the necessary flexibility and adaptation to adjust to constant changes in demand, in technology, in process, and product, in an increasingly globalized economic environment.

Prof. Pardhasaradhi recognizes that a global economy can only exist because of the worldwide infrastructure in telecommunications, information systems, air transportation, and fast transportation/delivery systems. The speed and the complexity of transactions and communication are only possible because of microelectronics-based technologies. He decried the contradiction in India in that whilst the country is rightly recognized a global leader in the delivery of IT services, but it suffers from very little internal IT development in the country. The paper concluded by re-calling that India's central and state governments have tended to follow a silo approach to e-governance - thus little impact is produced. He however made it clear that e-governance projects have demonstrated that improved access to information and services can yield economic and social development opportunities, facilitate participation and communication in policy and decision-making processes, and help to empower the weakest groups through engagement of states and territories.

Prof. Han, Chonghee – Korea institute of Public Administration

Topic: *An overview of Performance Monitoring and Evaluation in the Central Government in Korea*

Prof. Chonghee's contribution discussed government performance evaluation with specific reference to the case of Korea. He defines the concept of government evaluation as an instrument or means for improving the capacity to bring about successful changes and determine achievable goals in the field of government policies. Performance evaluation, he says, is used as reliable knowledge for public management reform. He delineates reasons for measuring performance and identifies eight functions for measuring performance. These are Evaluate, Control, Budget, Motivate, Promote, Celebrate, Learn, and Improve. This method shows that measuring performance is geared towards providing reliable information to meet the eight functions and that the results for measuring performance reveal the extent to which particular goals or objectives have been attained.

Prof. Chonghee explained the history of policy evaluation and performance management in Korea. He identified the two performance management systems used in Korea namely: self-evaluation and specific evaluation and explained how these work. He then outlined the process of performance management in Korean Government which involves planning, implementing, monitoring, evaluation and feedback. These systems show that specific evaluation takes place when the Government Performance Committee made up of professors and specialists, under the Prime Minister, evaluates central ministries on necessary policies. The main targets of specific evaluations are regulatory reform, customer satisfaction, and specific government policies. The paper concludes that policy evaluation and performance management is a useful scheme for making a better government if it is well organized and that it must be seen as one of the essential government reform processes. The paper cautions though that that different contexts call for different performance management plans.

Mrs. Ndjouli Germaine

Topic: *EstherCas Pratique du Cameroun*

Mrs. Germaine's input discussed the culture of service provision in the public sector with a focus on Cameroun as a case study. She observed that many people have found themselves in public administration without any vision and hence find themselves without knowing where they are going and what they would meet on the way. The paper underscores the importance of education for effective public sector noting that public administration was at times afflicted by nepotism and tribalism which are inimical to effective administration. Mrs. Germaine said that Cameroun has a result based management. The paper notes that performance management can only succeed where there is an enabling environment that has commitment to results, strategic planning, operational planning of activities, measurement of results and evaluation. Importantly, there is need to inculcate a real culture of service provision in public administration and this can be achieved through

development of systems where people understand what is expected of them. The paper decries the dearth of a service culture in Cameroun which is characterized by inadequate salaries that do not meet basic needs and a failure of systems and procedures. The paper concludes by proposing development of training programmes relevant to all categories of staff, development of original model based on result, sensitization of workers on strategies, preparation and implementation of elements to ensure that the merit system is applied, and dealing with corruption.

Discussions and Responses

Delegates stressed the importance of public servants and political leadership embracing a common vision and long term objectives (30 - 40 years). Delegates further noted that performance management is very useful to all public systems and that what is required is to establish a partnership of exchange and learning from each other's experience and then domesticate. Conference cautioned however that there are no binding resolutions, other than taking winning formulae, contextualising this to local circumstances and then implementing them.

PLENARY EIGHT: The Closing Ceremony

In his closing remarks, the AAPAM President Mr. Nhial adjudged the 34th AAPAM Round Table Conference as posting the best attendance ever. He lauded the vibrancy and robustness of discussions and singled out the young professional's contributions as most enlightening. He assured conference that the AAPAM management will strive to assist junior professionals to implement their agenda. He expressed satisfaction at the excellent organization of the conference and saluted the local organizing committee for a job well done. He concluded with an assurance to the delegates that the AAPAM management will make every effort to implement conference resolutions.

The Rwandese government representative, Mr. Samuel Mulindwa, took this opportunity to formerly invite participants to the 35th AAPAM Round Table Conference to be held in Kigali, Rwanda. He presented a brief history of Rwanda and some basic facts about the country's economy, culture and more importantly tourism interest. He looked forward to receiving delegates in Rwanda. The 35th AAPAM Round Table Conference will be held in Kigali, Rwanda in November 2013 under the theme: "Quality Leadership for Efficient and Effective Management of Public Service in Africa".

His Excellency Ambassador Seif Ali Iddi, the Second Vice President of the Revolutionary Government of Zanzibar formerly closed the 34th AAPAM Round Table Conference. He praised all those who contributed in one way or other in making this event a resounding success noting that organizing a conference of such magnitude posed huge challenges. He was pleased to note that the conference had demonstrated commitment and concerns to service delivery improvement to citizen adding that the conference theme came at an opportune time when the world was focused on enhancing accountability and transparency in governance.

Ambassador Iddi expressed satisfaction that the conference had assessed the true values of Performance Management Systems for quality service delivery. He noted with appreciation that the conference had discussed a range of issues including but not limited to the culture of performance and the role of administration in effecting services that generate opportunities. He highlight the myriad challenges the administration is grappling with among them inappropriate frameworks, ownership of reforms, HR development etc and stressed the need to go beyond flagging issues by proposing answers to the challenges. He agreed with delegates on the need to contextualize performance management systems to embrace what works for your own country. The need, he added, of efficiency and continuous improvement is central to achieving defined development goals. He concluded that unless a calculated pause is taken to assess the impact of performance management systems the whole exercise will amount to a waste of time. The key however is to accelerate implementation of reforms in the continent. With these remarks he declared the 34th AAPAM Round Table Conference officially closed. The First Vice President wished delegates safe passage to their various destinations.

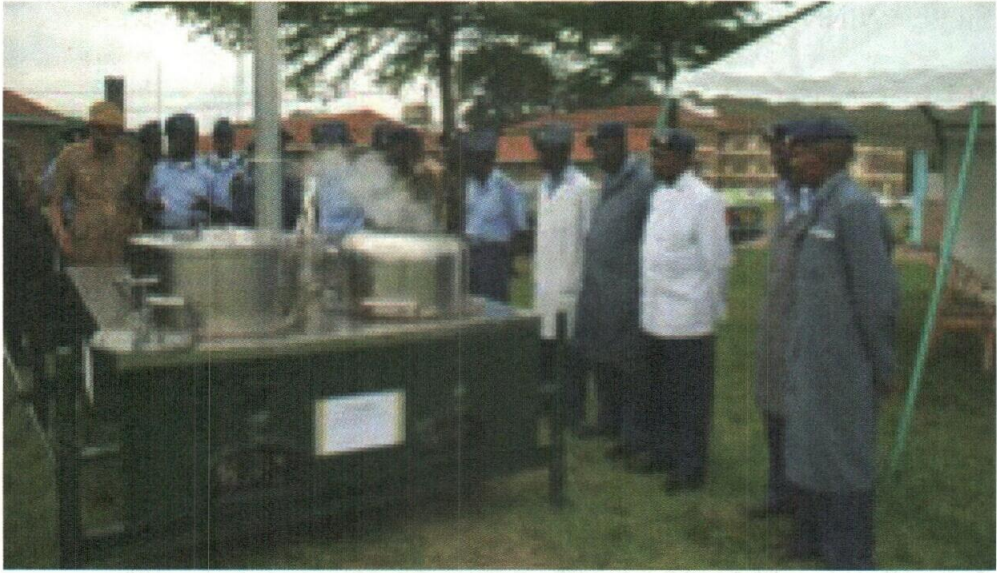
Diesel Powered DEFTEC Made Mobile Field Kitchen (DMMFK), Ministry of State for Defence, Kenya



(Kenya- Ministry of State for Defence- Gold Medal Winner)

The use of firewood has been one of the major factors that have negatively affected forest cover in Kenya this consequently leads Climate Change. The Ministry through its military arm desired to support its Environmental Soldier Program (ESP) through deforestation avoidance. Efforts toward afforestation were however, grossly undermined by use of fire wood in the camps and in the operation areas.

Upon this realization, a need for an alternative source of energy was apparent; a team of engineers from DEFTEK was constituted in 2010 under its R&D section and tasked to design a prototype Diesel Powered Mobile Field Kitchen (DMMFK) in December 2010, the team delivered the DMMFK to the Chief of the Defence forces.



(DMMFK in action)

Today, that DMMFK is being used by the Kenyan troops in Dhobley, Somalia under the African Mission in Somalia (AMISOM) and other military camps in the country.

The greatest breakthrough in this innovation was the design of a smokeless diesel burner. The innovation is a landmark for efficient utilization of energy sources and reduction of deforestation hence enhancing protection of the environment as stipulated in the constitution to have 10% forest cover; this is also and in line with the millennium development goals enshrined in vision 2030.

Impact of the innovation:

- Strengthens efforts to conserving forests
- Time efficient, the innovation saves on time as it is able to make more meals as compared to firewood
- DMMFK, as the name suggests ,is a mobile innovation hence can be shared between camps, saving costs
- Plans are underway for development and mass production of smaller models which would be easier to transport

SILVER WINNER

Cadastral Implementation Unit, Ministry of Housing and Lands, Mauritius

Land is the most fundamental resource upon which society relies for its very existence. Land Administration and Management therefore assumes much significance and pertinence, the more so in a small insular state like Mauritius.

In line with the vision of Government of Mauritius for a modern Mauritius, a study was commissioned in June 2005 to scrutinize the current land management system with a view to identifying the strengths and weaknesses of the system.



(Mauritius- Ministry of Housing and Lands- Silver Winner 2012)

The Land Administration, Valuation and Information Management System (LAVIMS) project was consequently set up to be the first major part of an on-going land reform programme so as to deliver the essential for a modern Land Administration and Management System for Mauritius. The four major components of LAVIMS for the Mauritius are:

- i. Digital Cadastre where each land parcel will be assigned a unique Parcel Identification Number (PIN)
- ii. Complete Property Valuation Roll for taxation purposes
- iii. Parcel based Deed Registration System
- iv. Integrated Information Management System incorporating all three components.

Impact of the Innovation:

- Catered to the growing demand for affordable land for housing
- Protects fragile environment, particularly around the coastal strip (Vital for Tourism industry)
- Contributed to the effective planning development and provisions of infrastructure in the urban and rural areas (Sustainable Development)
- Provided a competitive investment climate to attract domestic and foreign investment.

BRONZE WINNER

**Systems Automation / Integration at Kotota International Airport (KIA),
Ghana Airports Company Limited, Ghana**

In a world where passenger numbers are climbing, integrated airport systems are a key to maximizing the use of existing resources and infrastructure while maximizing airport revenues and attracting new airlines.

These identified needs led to the introduction of two ventures by the Ghana Airports authority; the Passenger Facilitation Technology (SITA) and Enterprise Resource Planning (ERP).

Using state –of –the art display information systems, passengers receive up to date information at all times. Airport Operations Database is run professionally and accurately.

Impact of the Innovation:

- Simplified the systems and made operations efficient hence saving on time and money
- Airlines and other stakeholder institutions at the airport can easily collaborate their activities technically using their website
- Decisions can be made more quickly and with fewer errors
- Data becomes visible across the organization, allowing chronological history of every transaction through relevant data compilation in every area of operation

It worth noting that KIA is the only Airport in Africa which has been privileged to receive three sitting Presidents of the United States of America: Presidents Bill Clinton, George Bush and recently President Barrack Obama.



(Ghana Airports Company Limited- Bronze Medal Winner 2012)

GLASS WINNER

Mobile Technology for Community Health (MOTECH), by Ghana Health Service, Ghana

MOTECH operates using mobile phone voice messaging and Short Messaging Service (SMS) to provide detailed and tailored information that encourages pregnant women to seek early antenatal care and skilled attendant delivery, importance of post natal care and childhood immunizations, and on how to access these services.

A woman gets registered with MOTECH's Mobile Midwife following her first attendance to a health facility in a MOTECH operating district or by calling a toll-free number. She begins to receive voice messages free of- charge via the mobile phone number registered to the MOTECH system. Registered women receive up to three messages per week in their local language that are also tailored to their peculiar stage in pregnancy. This reduces the chance of missing any message from the mobile midwife. If this should happen a simple missed call or "flash" to the system will activate a call back to the woman.

MOTECH operates on a “pregnant parent” theme so information is available to spouses and immediate care givers. This addresses issues bordering on phone access and also messages targeted at men on arranging transport to health facilities, access to health choices of foods, dispelling myths, etc. Since its launch an estimated 70% of pregnant parents have been reached in the Upper East Region.

Impact of the innovation:

- Provide relevant, timely and tailored information to rural women who have limited access to health facilities
- Allows the government to keep reliable data records of births in the country
- Increased the level of antenatal care consequently reducing infant mortality rates, this is in line with Ghana’s MDG plan 4 and 5
- Further encourages the mobile use penetration in the country



(Ghana Health Service- Glass Winner 2012)

CONFERENCE COMMUNIQUÉ

The 34th Roundtable Conference of the African Association for Public Administration and Management (AAPAM) was co-hosted and organized by the Revolutionary Government of Zanzibar in conjunction with the AAPAM Secretariat at the Zanzibar Beach Resort Hotel in Zanzibar from the 12th to 16th November 2012.

The 34th Annual Roundtable Conference was held under the theme: "Performance Management for Improving Public Service Delivery in Africa": the following sub-themes guided discussions at the conference:

- h) Performance Management Conceptual review and definitions
- i) Stakeholder involvement and engagement in performance management
- j) Performance Monitoring and Evaluation for Improved Service Delivery
- k) Performance Management regimes and Change Management frameworks
- l) Enhancing Accountability and Transparency through Performance Management Measures
- m) Performance Management: the veritable tool for Building Trust in Government
- n) Performance Information the gateway to improved service delivery
- o) Performance Management in Local Level Service Delivery and Development
- p) Human Resource Management as a precursor to effective actualization of Performance Management Systems
- q) Country Case Studies

Four Hundred and Fifty (450) delegates from Forty (41) countries attended the Conference. Among the participants were Cabinet Ministers; Heads of Public/Civil Services and Secretaries to Cabinet; Permanent/Principal Secretaries and other high ranking Government Officials; Chairpersons and Commissioners for Public Service Commission; Heads of Management Development Institutes; Development Partners; representatives of Statutory Institutions; scholars and researchers. The delegates also included 35 AAPAM Young Professionals from Thirteen (13) African Countries

Countries represented at the Roundtable included: Angola, Botswana, Burundi, Benin, Cameroon, Canada, Comoros, Egypt, Eritrea, Ethiopia, Gambia, Ghana, India, Kenya, Lesotho, Liberia, Mali, Malawi, Mauritius, Mozambique, Morocco, Namibia, Netherlands, Nigeria, Rwanda, Sao Tome and Principe, Seychelles, Sierra Leone, South Africa, South Korea, Sudan, South Sudan, Swaziland, United Republic of Tanzania, Uganda, United Kingdom, USA, Zambia, Zanzibar and Zimbabwe.

Several AAPAM partner organizations graced the Roundtable Conference. Organizations that sent representatives and delivered messages of solidarity to the conference were: the Institute of Public Administration of Canada (IPAC), the Commonwealth Secretariat, London, the United Nations Department of Economic and Social Affairs (UNDESA), Deloitte, and the Canadian International Development Agency (CIDA).

Four finalist organizations received AAPAM Awards recognizing innovations in the public sector. The winners were: Kenya Diesel Powered DEFTEC Made Mobile Field Kitchen(Gold),Mauritius Setting up a Modern Land Administration and Management System (Silver), Ghana Mobile Technology for Communication Health (MOTECH)(Bronze), Ghana Systems Automation Integration at Kotota International Airport (Glass Trophy).

OFFICIAL OPENING

The 34th AAPAM Roundtable Conference was officially declared open by His Excellency Dr. Ali Mohamed Shein, the President of the Revolutionary Government of Zanzibar in a speech delivered on his behalf by the First Vice President His Excellency Hon. Maalim Seif Sherif Hamad. The Round Table Conference was organized in eight plenary and four concurrent sessions.

The AAPAM Young Professionals met on the margins of the Round Table and held vibrant discussions on issues of specific and particular interest to them. In this forum information was exchanged, experiences shared and lessons learned. The AAPAM Council and the Human Resource Management Network (APS-HRMnet) held their respective annual meeting alongside conference.

INTERVENTIONS AND OBSERVATIONS

In recognition of the increasing citizen voice for quality and efficient services, the objective of the 34th Round Table Conference was to present a platform for participants to interrogate and assess the value performance management adds to improved service delivery.

The Conference noted the following:

- Global financial crisis adds to the challenges of service delivery hence the need for a culture of continuous improvement, innovation and values of good governance;
- Countries with performance management, experience remarkable transformation in service delivery improvement;
- For performance management to remain relevant it must demonstrate results in improved service delivery, cost cutting and value for money;
- Studies show that performance management succeeds where there is political will and commitment to reforms in public service;
- Performance management systems require an enabling environment that is realizable through strengthening of institutions;
- Human Resource Development is a key component in the successful implementation of Performance Management Systems

The Conference acknowledged that:

- Performance management succeeds where there is strong monitoring and evaluation systems, built in the implementation and with the human resource capacity that goes with it.
- Performance Management is an irreversible process since it forms the basis for the public sector transformation as officials continuously search for excellent solutions.

- Performance management is not a panacea for good governance. The obligation remains to put in place sound recruitment systems, HR plans, training and remuneration reform.
- The private sector has some best practices that can assist the public sector to improve its performance without necessarily detracting from government's social responsibilities that may not be compromised
- The multiple tools applied make performance management a complex affair and this calls for training and cultural/mindset change

The Conference made the following recommendations:

- Countries should consider implementation of performance management a key driver of reform in the public sector
- Performance management should be viewed as a way of realising development goals including the MDGs
- Since performance management succeeds where there is a robust public sector reform agenda, countries should build necessary flexibility in the implementation of this systems
- In the implementation of performance management systems it is critical to ensure the component of both internal and external stakeholders involvement and engagement
- Performance management should be clearly defined and contextualised to suit the unique circumstances of each country

The 34th Conference entrusted the AAPAM Secretariat with the responsibility of providing necessary support to member states in moving the recommendations into implementation.

ACKNOWLEDGEMENTS

The Conference conveyed profound gratitude to AAPAM's partners, especially IPAC, UNDESA, CIDA, Deloitte and the Commonwealth Secretariat for their undiminishing commitment to and support for the Annual AAPAM Roundtable Conferences.

Delegates expressed sincere appreciation to the Revolutionary Government of Zanzibar: the National Organising Committee; the Management and Staff of Zanzibar Beach Resort and the people of Zanzibar for their hospitality and outstanding hosting as well as the exotic excursions that were arranged for them.

The delegates thanked the AAPAM leadership and Secretariat as well as the resource persons and rapporteurs for their dedication and commitment to making the 34th Roundtable Conference a resounding success.

Delegates were pleased to know that the 35th Roundtable Conference will be held in Kigali, Rwanda in November 2013 at the invitation of the Government of Rwanda. The Conference theme is: **"Quality Leadership for efficient and effective management of Public Service in Africa"**. Delegates thanked the Government and People of Rwanda for the invitation and generous offer to host the Conference.

APPENDIX III

MESSAGES OF SOLIDARITY

George Ross

*President, Institute of Public Administration of Canada (IPAC) and
Deputy Minister of Northern Development & Mines, Government of Ontario, Canada*

Good morning. It is my great honour and pleasure to have the opportunity to participate in the 34th Annual AAPAM Roundtable on "Performance Management for Improving Public Service Delivery in Africa". On behalf of the Institute of Public Administration of Canada (IPAC) I wish to thank our hosts AAPAM and the Government of United Republic of Tanzania and the Revolutionary Government of Zanzibar for their warm welcome and for organizing this conference. I am joined here this week from Canada by Robert Taylor, the Chief Executive Officer of our organization. [Note: if CIDA rep present you should also introduce them]

The conference theme this year is one that is highly relevant in this time of great transformation and change, both on the African continent and around the globe. The world is slowly emerging from one of the worst economic downturns in years into a new competitive and complex economic environment. Public servants from across the world are being challenged by our leaders and the public to undertake the impossible, the complex, the daunting and significantly redesign services and systems. The economies, enterprises and governments of the world are become increasingly interconnected and interdependent, giving rise to vast new challenges and opportunities. Public sector leaders around the world will require new thinking, flexibility and continuous innovation to meet these challenges and opportunities. Therefore this year's theme comes at an appropriate time and place as leaders and thinkers from across the African continent gather here this week to discuss how we can collectively build the transparency and accountability structures that are being demanded by citizens and organizations alike. Indeed the road to sustainable recovery can only be accomplished through the talents and skills of a strong competent public sector. This theme aligns closely with AAPAM's vision as well as IPAC's, its sister organization, as both organizations work to promote excellence and professionalism in public administration and management in order to meet the challenges of a world that is becoming more interconnected and more complex.

As some of you may know, IPAC is a Canadian non-governmental professional association, founded in 1947 and dedicated to the promotion of excellence in the theory and practice of public administration and management. We encourage innovation and best practices, create effective knowledge networks, and lead public administration research. Our members include public servants from all orders of government and academics. We carry out our mission regionally, nationally and internationally, facilitating the exchange of new ideas and best practices among jurisdictions.

IPAC focuses on sharing of knowledge and innovation as an integral component of our work. Some of the ways we do this is through our leading-edge research, publications, events and awards. For example, IPAC develops and shares knowledge through our national and international research papers, case studies, leadership briefs, and publications such as our Public Sector Management magazine and Canada's only Research Journal dedicated to public administration. These sources help to document best practices and lessons learned in our work and provide a source of inspiration and ideas.

For the past eighteen years, IPAC has implemented several International Programs across the Globe which focus on strengthening the capacity of public sector institutions through workshops, seminars, training, conferences and technical assistance. We build strategic partnerships through the twinning of jurisdictions and institutions and public servants in Canada and Africa, the Americas, Asia, Europe and the Middle East. IPAC collaborates and builds networks with local, national, regional and multi-sectoral networks and organizations, such as our long-standing partnership with AAPAM which has been continuing since 1994, as well as with other associations such as the United Nations Committee of Experts on Public Administration, the Commonwealth Association for Public Administration and Management and the International Institute of Administrative Sciences. I would be remiss if I didn't note our sincere appreciation to the Government of Canada who provides support for our partnership program with AAPAM through the Canadian International Development Agency (CIDA).

I am looking forward to discussing, deliberating and most of all learning together with fellow colleagues this week on how we can collectively use performance management systems to support our work and build greater confidence and trust in the public sector. I truly believe that this is an excellent opportunity to share lessons learned from different countries, and reflect on the past in order to move forward into the exciting new global context unfolding in Africa and around the world. Thank you very much and I wish you a most successful conference.

Mr. Dunstan Maina

Adviser, Commonwealth Secretariat

President of AAPAM
Hon Ministers
Heads of Public Service
Senior Government Officials
Resource Persons
Distinguished Guests and Delegates
Ladies and Gentlemen:

I bring you greetings and best wishes from the Commonwealth Secretariat, Secretary General, The Right Honourable Kamalesh Sharma. My colleague, Janet Kathyola, Adviser for Southern Africa and I, are pleased to join you at the 34th AAPAM Roundtable here in Zanzibar to discuss this important theme of 'Performance management for improving public service delivery in Africa'.

The Commonwealth Secretariat has been supporting capacity building of the public service in member states for a long time. In the last few years, much of this effort has been on performance management, as recommended by our members, based on the importance they attach to this issue. We are currently working on a publication based on the study of performance management in five African countries namely Ghana, Kenya, Mauritius, Nigeria and Tanzania.

We, therefore, look forward to sharing some of the emerging issues from this study, during this meeting. However, please allow me to mention a few important factors that have emerged from this study. First, is the whole question of political will and commitment to public service reform. Reforms are generally difficult to implement due to their negative impact in the short term. To counter this challenge effectively, it is important that reforms are underwritten politically. This simply means willingness to take political responsibility for the short term effect of reforms. This is what defines political will and commitment. It is also good leadership.

Further, home grown initiatives, based on a solid understanding of the local context, culture and political economy are also important factors. Indeed, supply-driven interventions are normally not easy to sustain. Public service performance should not be managed as a 'project' but as part of the normal functions and operations of government. This is particularly important because there is a tendency to lay more emphasis on rewards, especially monetary rewards. The danger here is; where do you draw a line between where public service remuneration stops and monetary benefits begin? These are all important issues and we therefore look forward to the discussions.

Ladies and gentlemen; this year the Commonwealth Secretariat is once again supporting the Annual AAPAM Award for Innovative Management. This marks the fifth anniversary of

our support towards this important award. Each year, we get encouraged by the enthusiasm shown by AAPAM members for this recognition.

We are also supporting the young professionals programme. This year, we have 15 young professionals from 8 African countries. Participation of young public servants in this forum is an important aspect of leadership development, which ought to be encouraged and replicated widely.

Our work in these two areas gives us an opportunity to continue working with AAPAM, which is an important strategy for strengthening public administration in Africa. This also enables us to leverage limited resources by extending our reach, in our quest to effectively continue building public service capacity. We remain committed to work with all stakeholders to strengthen public service productivity in a bid to reduce poverty and to achieve all the Millennium Development Goals (MDGs).

Ladies and gentlemen; the Commonwealth Secretariat is currently developing its next four-year Strategic Plan for the period 2012 to 2016. During the Plan period, the Secretariat shall continue its role as the primary intergovernmental organisation for advancing the collectively endorsed interests and objectives of the Commonwealth's 54 member governments. However, due to increasing pressure on budgetary resources and the need to better demonstrate results under the Results-Based Management approach, the new plan shall focus on fewer areas.

In this regard, there will support to governments will mainly be through virtual platforms and extensive use of accredited Commonwealth agencies, other partners and networks. This strategy will be used to advance Commonwealth values, principles and desired outcomes, as well as to create opportunities for securing innovative and alternative sources of extra-budgetary funding. We are in the process of reviewing our programme of work with member states and partners and hope to finalise this exercise in the coming weeks.

Ladies and gentlemen; let me conclude by thanking the AAPAM and the Revolutionary Government of Zanzibar for organising and hosting this meeting.

I wish you all successful meeting.

Thank you.

*Director Division For Public Administration And Development Management
Department Of Economic And Social Affairs (Undesa-Dpadm)*

Honorable Ms. Celine Kombani, Minister of Public Service of Tanzania
Excellencies,
Mr. G. K. Scott, Secretary-General of AAPAM Distinguished delegates,
Ladies and gentlemen

I am honoured to address AAPAM's 34th Annual Roundtable Conference. I would have liked to join you in person. Unfortunately, prior commitments prevent me from doing so.

At the outset, I would like to express my sincere gratitude to AAPAM on behalf of the United Nations Department of Economic and Social Affairs for its continued support to the United Nations Public Administration Programme through its strong partnership with the Division for Public Administration and Development Management - DPADM. AAPAM has been a staunch supporter and advocate of the work of the DPADM as well as a strong ally and partner in strengthening the capacity of the public sector in Africa. Its annual Roundtable Conferences, which have stretched for over three decades, have served as a forum for the exchange of ideas and practices. They have also been a source of excellent studies and reports for the reference of public sector officials, academicians, students and researchers. AAPAM has brought to the forefront topics of interest to senior African public sector officials so that they can deliberate on them and make recommendations that have been implemented by many countries in Africa.

The reports of these Roundtable Conferences have also enriched the United Nations Public Administration Network - UNPAN. Although DPADM is the coordinator of UNPAN, the main objective of UNPAN is to make available to the public sector a portal that is dedicated to public administration. UNPAN is an Internet-based network linking regional and national institutions devoted to public administration, thereby facilitating information exchange, experience sharing, and training in the area of public sector policy and management at local, national and international levels. Using UNPAN, public sector institutions can share their output and access important developments in the public sector from other partners.

UNPAN would have not been able to do this enormous task were it not for important partners such as AAPAM. Not only has AAPAM contributed to UNPAN but it has also been an important ally in disseminating information and publicizing the United Nations Public Service Awards – the UNPSA, which is one of the flagship outputs of DPADM. UNPSA rewards the creative achievements and contributions of public service institutions that lead to a more effective and responsive public administration. Again, AAPAM has demonstrated its willingness and capacity to act as a strong partner by showing African countries how they can take advantage of the UNPSA and showcase their innovation. In addition, AAPAM has been instrumental in demonstrating how African countries can take advantage of the Standard of Excellence in Public Administration Education and Training, which is another major initiative of DPADM aimed at strengthening the capacities and capabilities of management development institutions.

The importance of public administration in the development process of any country, including the implementation of the Millennium Development Goals and the realization of sustainable development, cannot be emphasized enough. The three pillars of sustainable development, which are managing diversity, effective governance and institutional capacity development cannot be achieved without a robust public sector. DPADM has been working on sustainable development by promoting effective governance and the rule of law at the national and international levels and strengthening public institutions with reference to becoming increasingly efficient, effective, transparent, accountable and participatory.

Recently, the United Nations General Assembly Resolution (A/Res/66/288): "The Future We Want" reiterated the important role of the public sector and stated that public administration by its nature is a guarantor of the rule of law because public administration derives its authority from law and is empowered to protect citizens from any abuse by its agents as well as by any other actors outside the public sector. In this regard, promoting the rule of law include strengthening the capacity of public administration in terms of its institutions, structures, human resources and its engagement with citizens.

The resolution emphasized that people should be given opportunities to influence their lives and their future, participate in decision making, and voice their concerns in order to achieve sustainable development. Here again I would like to highlight the important work done by DPADM in citizen engagement. Realizing the importance of citizen engagement and its role in promoting public administration, DPADM has allocated both human and financial resources dedicated to the study and promotion of citizen engagement. I know that citizen engagement is not something new to African countries because traditionally African countries have been known to come together to solve their problems. But in recent years the importance of civic engagement in realizing economic, social, environmental and political development has more than ever been universally acknowledged.

More importantly, the resolution further reiterates the importance of human resource development, including training, the exchange of experience and expertise, knowledge transfer and technical assistance for capacity building. This involves strengthening institutional capacity, including planning, management and monitoring capacities and is precisely what DPADM has been doing for over six decades since the adoption of the United Nations Programme on Public Administration in 1948. AAPAM had been instrumental in enabling DPADM to carry out this activity, especially most recently through its support to the Africa Public Sector Human Resource Managers' Network (APS-HRMnet).

As you all know, DPADM has been promoting e-government through the E-Government Survey. This highly regarded biennial publication provides an instrument to countries that alerts them of their global ranking with reference to e-government development. Recognizing the contribution of international cooperation with regard to e-government, the resolution of Rio+20 highlighted the importance of information and communication technology to facilitate the flow of information between governments and the public. It called for a concerted action to work towards improved access to information and communication technology in order to bridge the digital divide. This is another indication

that the work of DPADM is at the cutting-age of technology and why we have a lot to contribute to the implementation of the Rio+20 resolution on sustainable development.

In essence, it is evident that all the commitments made by the world leaders during Rio+20 cannot be realized unless the public sector moves in tandem with the private sector and civil society and the people at large. Hence, I am confident that DPADM can continue to rely on its strong collaboration with AAPAM to achieve its goal to build a more efficient and effective public sector in African countries. On the other hand, I would like to reaffirm DPADM's support to the work of AAPAM and look forward to continued collaboration as both of our organizations work towards a common goal, which is, enhancing the capacity of the public sector in Africa and building a robust public sector that is capable of fulfilling the aspiration of its people for generations to come.

I wish you a successful deliberation.

Welcoming Note by Hon. Dr. Abdulhamid Yahya Mzee

Chief Secretary, Secretary to The Cabinet and The Head of Public Service in The Revolutionary Government of Zanzibar, at the Opening Ceremony Of The AAPAM Roundtable Conference on Performance Management for Improving Public Service Delivery i Africa: Zanzibar

Guest of Honour, Your Excellency, Dr. Ally Mohamed Shein, President of the Revolutionary Government of Zanzibar and Chairman of the Revolutionary Council, Revolutionary Government of Zanzibar;

President and Executive Committee of AAPAM;

All Ministers present;

Chief Secretaries, Secretaries to Cabinet, and Heads of Public Service;

Permanent Secretaries, Principal Secretaries and other Senior Government Officials;

Representatives of International Organisations;

Distinguished delegates;

Ladies and Gentlemen

GOOD MORNING!!!!!!

It is my great pleasure to welcome you all to our beautiful Island of Zanzibar for the 34th Africa Association of Public Administration and Management (AAPAM) Roundtable Conference on Performance Management for Improving Public Service Delivery in Africa which is being held in Zanzibar for the first time.

Honourable Guest of Honour and Distinguished Participants, Zanzibar is an island state within the United Republic of Tanzania, and has its own semi-autonomous Government made up of a Revolutionary Council and House of Representatives. The present government is led by Hon. President Ali Mohamed Shein.

Zanzibar is located in the Indian Ocean, about 25 miles from Tanzanian coast. Zanzibar Island known locally as Unguja, but as Zanzibar internationally is 60 miles long and 20 miles wide, occupying a total area of approximately 650 square miles. It consists of two islands namely Pemba and Unguja.

Honourable Guest of Honour and Distinguished Participants, Our Island is characterized by beautiful sandy beaches with a chain of tourist hotels and the magic of historic Stone Town – said to be the only functioning ancient town in East Africa. Zanzibar is also popularly known as the Spicy Island due to the varieties of spices produced by local farmers such as Cloves, cardamom, Cinnamon, Vanilla, lemon grass etc.

Zanzibar is blessed with an average of 7-8 hours of sunshine. During November an average high temperature is 32 Degrees Centigrade and an average low temperature is 24 Degrees Centigrade. It never gets really cold in Zanzibar.

The population of Zanzibar is approximately 1,200,000 with an incredible mixture of ethnic backgrounds due to the island colorful history. Zanzibari's speaks Kiswahili and generally are very friendly and kind people.

Honourable Guest of Honour and Distinguished Participants, May I take this opportunity again to warmly welcome you all to our beautiful Island for the 34th AAPAM roundtable conference on "Performance Management for Improving Public Service Delivery in Africa".

It is my sincerely hope that the roundtable sessions will be successful and bear the intended fruits that will go down in history of the performance management for improving public service delivery.

You are most welcome and enjoy your stay in the spicy island of Zanzibar!

KARIBUNI SANA !!!!!

Welcoming Statement by Hon. Celina O. Kombani

Minister of State, President's Office, Public Service Management, at the Opening Ceremony of the 34th AAPAM Annual Roundtable Conference, Zanzibar

Guest of Honour, Your Excellency, Dr. Ally Mohamed Shein, President of the Revolutionary Government of Zanzibar and Chairman of the Revolutionary Council, Revolutionary Government of Zanzibar;

President and Executive Committee of AAPAM;

All Ministers present;

Chief Secretaries, Secretaries to Cabinet, and Heads of Public Service;

Permanent Secretaries, Principal Secretaries and other Senior Government Officials;

Representatives of International Organisations;

Distinguished delegates;

Ladies and Gentlemen

A warm and friendly welcome to you all to this conference!

Organizers of this Conference on Performance Management for Improving Public Service Delivery in Africa, have assigned me one simple role; that of inviting you the Guest of Honour, to address this Congregation. But before I do so, allow me to say the following:

Delegates attending this round table conference on **Performance Management for Improving Public Service Delivery in Africa** are gratified by your presence here this morning

to grace the official opening. Hon President, we are aware of your busy and tight schedule of work in national and international affairs. Accordingly, we feel proud and very thankful that you have found time to be with us today to perform this opening function/ceremony. Your acceptance to be the Guest of honour is a demonstration that you value the importance of performance management for improving public service delivery in our governments, which is the subject of this meeting. Furthermore your acceptance is a verification that you cherish the work being undertaken by AAPAM, that promotes best practice, excellence and professionalism in public administration and management in African countries. We thank you sincerely, and say "Asante sana"!

Honourable Guest of Honour and distinguished delegates; I am particularly happy to welcome some of the leading practitioners and scholars of public administration, in general, and human resource management, in particular. I am referring to Hon. Dalmas Otieno Anyango, Minister of State, Public Service, Republic of Kenya; Hon Abdon Agaw Jok Nhial, President of AAPAM; and Dr. John-Mary Kauzya, Chief at UNDESA among others. I recognize the presence of these hard working international public servants. It is my hope that this programme will be beneficial to yourselves and the countries you are representing. It is also our hope and wish that your stay in this country which has many tourist attractions, including the beautiful sand beaches with fringing coral reefs and the magic of historic Stone Town- said to be the only functioning ancient town in East Africa, will be pleasant and enjoyable.

Honourable Guest of Honour and distinguished delegates; This programme, whose theme is: **Performance Management for improving Public Service Delivery in Africa:** is designed to meet the needs of Public Service executives and managers as well as human resource professionals in the public sector, Management Development Institutions, Management Consultants, Civil Society Organisations and representatives of international organisations and the donor community having interest in development issues in Africa.

This roundtable conference will discuss with a view to clarify key conceptual and theoretical definitions pertaining to performance management, performance measurement, performance monitoring and evaluation and improved service delivery. It will identify and evaluate the efficacy of performance management systems in relation to government mandate to render quality and efficient services to the citizens. Furthermore participants will share and exchange information as well as experiences on the implementation of performance management systems across various continental administrative jurisdictions.

In addition to the above, participants of this roundtable conference will identify and recommend appropriate means and policy options for optimising and making performance management a key driver of reform in the public sector.

Lastly, the participants will identify and highlight key constraints and challenges that impede the effective application of performance management as a veritable tool to achieving the ultimate goal of improved services to the citizens.

Honourable Guest of Honour and distinguished delegates; We have in this hall delegates from Africa and other countries in Europe and Asia who have interest in capacity building

interventions in public services. Countries represented here include Zambia, Uganda, Tanzania, Sudan, South Sudan, South Africa, Sierra Leone, Rwanda, Nigeria, Namibia, Mozambique, Mauritius, Mali, and Malawi. Other Countries represented in this gathering include USA, São Tome Principle, Korea, India, Canada, Liberia, Lesotho, Kenya, Ghana, Benin, Botswana, Egypt, Comoros, Cameroon, Burundi, Benin, Angola and others. With this rich mix of countries and professionals, and the exchange of experiences, that will take place during plenary and concurrent sessions, I am certain that participants will learn a lot and increase their theoretical and practical knowledge and skills in human resources management. I would like to take this opportunity to salute all the delegates who have found time to come to Zanzibar to share your experiences on issues related to Public Service Management specifically in the Performance Management for Improving Service Delivery.

Honourable Guest of Honour and distinguished delegates; Let me finish my remarks by, once again, thanking you the Guest of Honour for agreeing to officiate at this opening ceremony. I wish also to thank AAPAM and the members of the conference organizing committee for their collaborative efforts which have resulted in this conference.

Honourable Guest of Honour and distinguished delegates; After those few words, let me now undertake the job that was assigned to me of inviting you the Guest of Honour, to share your thoughts with us and open this Conference for us. Honourable President, I have the honour and privilege to invite you to speak to us.

KARIBU SANA!

Welcome Address by Mr. Abdon Agaw Jok Nhial (AAPAM President)

Your Excellency Hon. Maalim Seif Shariff Hamad, First Vice President of the Revolutionary Government of Zanzibar and our Guest of Honour

Hon. Ministers,

Hon. Members of Parliament,

Dr. Abdulhamid Mzee, Chief Secretary of the Revolutionary Government of Zanzibar

Your Excellencies Ambassadors and High Commissioners,

Heads of Public Service and Permanent Secretaries present,

Our Distinguished Development Partners,

Distinguished Delegates,

Ladies and Gentlemen

HAMJAMBO MABIBI NA MABWANA!

I have the distinct honour and pleasure to salute you all in the name of African Association for public Administration and Management AAPAM represented by its Executive Committee, Council and, indeed, its entire fraternity. I humbly express our gratitude and appreciation to our Guest of Honour, H. E. Hon. Seif Shariff Hamad, First vice president for gracing us with his personal presence and accepting to officially open our conference.

I also wish to register our appreciation and gratitude to the Revolutionary Government of Zanzibar for offering to host the 34th Roundtable conference of our organization. Indeed our appreciation goes beyond the mere acknowledgement of hosting. We are even more grateful for the work of the highly competent team of ladies and gentlemen in the National Organizing Committee have put into the preparations for this conference, under the able leadership, of Dr. Abdulhamid Mzee, Chief Secretary of the Revolutionary Government of Zanzibar. Ahsante sana Dr. Mzee and your team.

*Your Excellency Mr. First Vice President, Ladies and Gentlemen, one of the objectives of AAPAM is to create and maintain the tradition of providing senior administrators and managers with opportunities for exchanging ideas and experiences in public administration and management. That is why at the 33rd Roundtable conference of AAPAM held in Lilongwe Malawi in November, 2011. There was a consensus that the 34th Roundtable Conference would focus on the theme **"Performance Management for Improving Public Service Delivery in Africa"**. Citizens are no longer solely interested in the administration of laws but also in the quality of services that are rendered and outcomes that accrue from Governmental interventions. A cursory look at the papers that will be presented at this conference and the general preparations made so far show that indeed, this roundtable conference, in this great city of Zanzibar, will be an exciting and eventful one.*

Your Excellency First Vice President of Zanzibar, Ladies and Gentlemen, we note with profound gratitude, the presence of Honourable Ministers from various countries who have put aside their busy schedules back home, in order to honour us with their presence in this Roundtable Conference. Honourable Ministers, we are thank you very much for your support.

We also note the presence representatives' of our Development Partners. May I request these friends to stand up as we recognize them, these partners are: Canadian International Development Agency (CIDA), the Institute of Public Administration of Canada (IPAC), the Commonwealth Secretariat through the Commonwealth Fund for Technical Cooperation (CFTC), the United Nations Department of Economic and Social Affairs (UNDESA), United Nations Capital Development Fund (UNCDF) and Deloitte. While your attendance of this conference adds colour, knowledge, variety of experience and is a symbol of international solidarity we acknowledge that without your financial support we would have found it quite difficult to hold this conference.

This year, AAPAM is proud to have entered into new partnership with other institutions, and I wish to welcome their representatives to this conference. They are the International Institute for Administrative Science (IIAS), an international organization based in Brussels, the Institute of Public Administration of Australia (IPAA), where I had the honour of representing AAPAM at their annual conference in Melbourne this last September, the Commonwealth Association for Public Administration and Management (CAPAM), and the Centre of Specialization in Public Administration and Management (CESPAM) of the University of Botswana. We have also strengthened our partnership with the Korea Association for Public Administration (KAPA) and have now established working relations with Deloitte. May I call upon the representative of KAPA to please stand up for recognition.

I am also very pleased to note the increasing number of representatives from various African Governments at this conference. Many of these countries have already paid their subventions in order to help AAPAM implement its programmes and achieve its targets which have been set in the AAPAM strategic plan. I wish to take this opportunity to urge these distinguished public servants to become our ambassadors and advocates for the cause of AAPAM in their countries

Furthermore, I wish to note with delight, the presence of a good number of my colleagues, Cabinet Secretaries and Heads of Public Services from various countries and also extend appreciation to the members of the AAPAM Council, the Executive Committee and the very dedicated and energetic AAPAM Secretariat.

Your Excellency Mr. First Vice President, Ladies and Gentlemen, please allow me at these point to mention the countries that are represented in this Roundtable Conference. They are; Angola, Benin, Botswana, Burundi, Cameroon, Canada, Comoros, Egypt, Ghana, India, The Gambia, Kenya, Korea, Lesotho, Liberia, Malawi, Mali Mauritius, Mozambique, Namibia, Nigeria, Rwanda, São Tome and Principe, Seychelles, Sierra Leone, South Sudan, , Swaziland, Tanzania, Uganda, United Kingdom, United States of America, South Africa and Zambia

I thank the Governments of these countries for allowing their public servants to take time off to attend this 34th AAPAM Roundtable Conference. I have no doubt that the knowledge they will impart or gain here will be a worthy vindication for their absence from their desks back home.

Mr. First Vice President, Ladies and Gentlemen, I wish to repeat my sincere thanks and gratitude to all delegates and participants in this conference and wish them a happy and memorable stay in this beautiful Island of Zanzibar. It is not every day that we get the opportunity to visit well tourist destinations like Zanzibar. So let's make maximum use of this opportunity to explore the beauty and multiple attractions of our host city and its environs.

Thank you very much and God bless you all.

Opening Speech by His Excellency Dr. Ally Mohamed Shein

President of The Revolutionary Government of Zanzibar And Chairman of The Revolutionary Council, at The 34Th AAPAM Annual Roundtable Conference on Performance Management for Improving Public Sevice Delivery in Africa Zanzibar

Hon. Abdon Agaw Jok Nhial, President of AAPAM;

Hon. Bright Msaka, Vice President of AAPAM;

Regional Vice Presidents of AAPAM;

Dr. John-Mary Kauzya, Chief of Governance and Public Administration Branch, UNDESA;

Hon. Dalmas Otieno Anyango, Cabinet Minister, Ministry of the Public Service, Government of Kenya;

Hon. Ministers present;

Mr G. K Scott, Secretary General of AAPAM;
Hon. Abdallah Mwinyi Hamis, Regional Commissioner, Zanzibar;
Hon. Dr. Abdulhami Yahya Mzee , Chief Secretary, Secretary to the Cabinet and the Head of Public Service in the Revolutionary Government of Zanzibar;
Hon Ambassador Ombeni Y. Sefue, Chief Secretary, Secretary to the Cabinet and the Head of Public Service in the United Republic of Tanzania;
Heads of Public Services;
Permanent Secretaries;
Distinguished Delegates,
Ladies and Gentlemen.

The Revolutionary Government of Zanzibar is honoured to be hosting the 34th AAPAM Annual Roundtable Conference, together with the AAPAM Secretariat, on the theme "Performance Management for Improving Public Service Delivery in Africa," a theme which was adopted at the 33rd Roundtable Conference held in Malawi last year.

On behalf of the Government and people of Zanzibar, and on my own behalf, I would like to warmly welcome you to our country. It is my sincere hope that your stay here, though short, will be pleasant and a memorable one.

It is a pleasure for me, to be addressing such a distinguished group of people from the African Public Service who are tasked with steering our public services to deal with the complex and some very unpredictable issues arising from today's' global economy. In the last decades, the globalisation of economies, together with the adoption of the New Public Administration Model, has ushered in deep changes in the Organisation and Management of our Public Service Organisations. Again, the recent global financial crisis adds to the economic challenges already facing on our public services.

This situation, demands public and private sector to promote the culture of continuous improvement, foster innovations, maintain technological advantage and at the same time satisfy our citizens and clients as well as demonstrate values of good governance. This can only be achieved through an efficient and accountable public service.

Distinguished Delegates, I would like to take this opportunity to commend the contribution and significant role played by AAPAM in organising this Conference and network to facilitate dialogue and experience sharing on the implementation of performance management systems.

I am pleased that all countries represented in this Conference are doing something on performance management and are at different stages of institutionalising performance management in their public service. This Conference provides a great opportunity for sharing and learning on what is being achieved, and challenges being faced in the area of performance management.

It is my expectations that by the end of the Conference, you will agree on strategies for accelerating its implementation in the public service.

Distinguished Delegates, Performance Management is basically concerned with Performance Improvement in order to achieve the Organisations' Objectives and Strategic Goals. Performance Management is a means of getting better results from Organisational teams and individuals by understanding the measuring performance within an agreed framework of goals, standards and competence requirements.

All Governments represented in this room today aims to deliver better, modern public services. Wide-ranging reforms of our public services based on the New Public Management Paradigm, which focused on delivering results, and was primarily concerned with efficiency and performance, have met with some success. However, we all agree that past efforts remain inadequate in the face of contemporary challenges. We are all in favour of performance and efficiency in the Public Sector. Performance Management Systems in the Public Sector provide a basis for Organisations to assess how well they are progressing towards their predetermined objectives to identify areas of strengths and weaknesses and decide on future initiatives with the goal of improving organisational performance. However, Performance Management is not an end of itself but a tool for more effective management.

Distinguished Delegates, Countries that have adopted Performance Management Systems are said, by and large, to have experienced remarkable transformation resulting in positive Economic Growth, with accompanying improvement in the Performance of Public Sector Organisations. It is reported that the implementation of these systems and procedures in African Public Services, seem to have improved decision-making within Governmental Institutions and made them cost and value effective.

While the trends are no doubt encouraging, the implementation of various forms of Performance Management Systems in the Public Sector is not without challenges and I would like to highlight some of them here:

- *Failure to integrate Performance Management Systems within and between Institutions.*
- *Resistance to change (fear of the unknown).*
- *Limited resources to support implementation of Performance Management Systems.*
- *Limited Human Resource capacity to pioneer and operationalise Performance Management Systems.*
- *Lack of political will to support initialization and operationalisation of Performance Management*
- *Failure to link Performance Management Systems with Sanctions and Rewards.*

Despite all these challenges, our public service is actively engaged in Performance Management Systems. But do they use these systems to any way that might actually give feedback to improve performance? This is a question that I would like to leave to you distinguished delegates to reflect on during your deliberations.

Distinguished Delegates, To improve performance, we need to build a culture of continuous improvement and personal development among all Public Sector Human Resource, including Leaders and Managers. Leadership is critical in this endeavour.

This forum has a potential to make a very important contribution to the development of our Public Sector in Africa as it provides high level officials in African Countries with an opportunity to examine and acknowledge the significant similarities of the reform issues across diverse countries represented in this group. As you examine the common challenges that you all face and share country experiences and innovative responses, you may be able to find practical solutions to the challenges facing African Public Services.

Distinguished Delegates, Ladies and Gentlemen, I would like to conclude my remarks by stressing that Performance Management movement in the Public Sector is irreversible because it forms the basis for transformation to deliver better services. As High Level Officials in the Public Service, you will have to continuously search for innovative solutions to allow better Management of Public resources and services. Remember that our citizens are no longer solely interested in the administration of law but also in the quality of services that are rendered, and outcomes that accrue from Government intervention.

I urge you to use the unique opportunity presented over the next five days to reflect and reach an agreement on your roles and leaders for accelerating the implementation of Performance Management Systems in the African Public Service.

I wish you fruitful deliberations and sharing experiences over the next five days. Also do find some time to enjoy our beautiful Island and experience the Zanzibar hospitality. It is now my pleasure to declare the 34th AAPAM Conference officially open.

I THANK YOU!

Remarks by Dr. Roland Msiska

Chairperson of the Jury, Secretary to the Cabinet and Head of the Zambian Public Service, made During The Presentation Of The 2012 AAPAM Innovative Management Awards Held On Wednesday, 14th November, 2012 At Salama Hall – Bwawani Hotel, Zanzibar

*Hon. Celina Kombani, Minister of State, President's Office, Public Service Management,
The President of AAPAM*

*Dr. Abdulhamid Y. Mzee, Secretary of The Revolutionary Council and Chief Secretary,
Secretaries to the Cabinet and Heads of Public Service*

Permanent Secretaries,

Your Excellencies, High Commissioners and Ambassadors

Development Partners

Distinguished Delegates

Ladies and Gentlemen

I am delighted for the opportunity accorded to me, as chairperson of the jury, to make a few remarks on behalf of my fellow members of the jury and indeed, on my own behalf about the 2012 prestigious AAPAM Innovative Management Awards

As most of you may already be aware, the prestigious AAPAM innovative management award was inaugurated in 2007, in Livingstone, the tourist capital of Zambia. The award is a continental-wide award to honour public sector institutions, which have made exceptional and longstanding contributions to improving public service delivery to our people. The award recognises innovations that create effectiveness and efficiency in the performance of organisations in the public sector through the introduction of new ideas and new operational and management methods.

The first prestigious AAPAM awards were conferred on the five finalists during the 30th AAPAM roundtable conference held in Swaziland in 2008. Since then, the award has generated a lot of interest from AAPAM member countries across the African continent as can be observed from the generally increasing number of entries received. This year's award will be the fifth since inauguration in 2007.

Ladies and Gentlemen, the awards for this year 2012 started with a call for entries that was issued by the AAPAM Secretariat to all AAPAM member countries on 14th February, 2012. by June 15th 2012, which was the closing date for the entries, a total of 48 entries were received by the AAPAM Secretariat in Nairobi, Kenya. Given the high number of entries this year, the AAPAM Secretariat constituted a technical committee of consultants to undertake an initial screening to assess the entries' conformity to the prescribed criteria for the AAPAM Innovative Management Awards. The committee of consultants short listed 12 out of the initial 48 entries, as having responded sufficiently to the prescribed criteria for the AAPAM Innovative Management Awards.

All the entries, including the 12 shortlisted were then sent to the five members of the jury who were required to undertake an initial evaluation individually and independently to identify and rank the top five. It is, however, worth noting that the members of the jury were not restricted to evaluating only the 12 entries sent to them by the AAPAM Secretariat after the initial screening by the committee of consultants. The members of the jury were also required to review and evaluate all the 48 entries and come up with the top five.

The individual evaluation results of the jury members were then sent to me, as Chairperson for aggregation and to come up with a list of five finalists. This was done during the month of August 2012. The five finalists were then invited to come for the final evaluation stage.

The five finalists, namely; System Automation Integration at Kotoko International Airport, Ghana; Setting up a Modern Land Administration and Management System, Mauritius; Fresh Produce On-Line Shopping System, South Africa; Mobile Technology for Communication Health (MOTECHE), Ghana, and Diesel Powered DEFTEC Made Mobile Field Kitchen (DMMFK), Kenya were required to prepare and make presentations on their innovations during this year's 34th AAPAM Roundtable conference, held at the Zanzibar beach resort hotel. Unfortunately, one of the five finalists from South Africa, the fresh produce online shopping system withdrew at the last minute

During the final evaluation, which was held on Sunday, 11th November, 2012, the remaining four initiators of the projects were afforded ample time to make power point presentations and explain their projects in detail. In the same vein, members of the jury were accorded the opportunity to ask questions and engage the initiators so as to gain a deeper understanding and appreciation of the innovations.

During the evaluation, the jury made some observations that merit consideration in order to make the AAPAM Innovative Management Awards more meaningful. For instance, it is the considered view of the jury that more clarity on the definitions of the evaluation criteria must be given. In addition, there may be a case for moving towards the categorisation of the awards in specific areas to enable similar projects compete against each other.

Further, the jury observed that while there has generally been an increase in the number of entries for the AAPAM Innovative Management Awards each year, most of the entries are from the same and limited number of AAPAM member countries. There is, therefore, an urgent need to improve on the participation of all members countries to make the innovate award a truly continental award. Consideration could also be given to constituting an inter-country committee of consultants to undertake initial assessment or screening of the entries.

The above observations notwithstanding, I am glad to report that the jury successfully carried out its task and reached consensus on who deserved the 2012 AAPAM Innovative Management Awards and you will be informed of the outcome shortly this evening.

The guest of honour, Ladies and Gentlemen, as I conclude my remarks, let me sincerely thank all those that played a key role in making the 2012 prestigious AAPAM Innovative Management Awards a success. In this regard, I wish to pay special tribute to all the initiators of the innovative management projects, including those that did not make it to the finals or the best five for their outstanding creativity, passion and determination to contribute to improving service delivery to our people.

To the four finalists, I wish to congratulate you all for making it to the finals this year. I further wish to urge you not to be complacent but to continue with you innovative efforts in pursuit of solutions to the many challenges confronting our service delivery systems on the continent. For those that did not make it to the final list, please do not relent. I can only say, better luck next time.

Let me also thank my fellow members of the jury for their commitment to advancing the ideals of the prestigious AAPAM Innovative Management Awards and for once again conducting the evaluation successfully for the 2012 AAPAM Innovation Management Award.

Ladies and Gentlemen, with these few remarks, I now wish to hand over the report of the jury which contains the results of the evaluation to the AAPAM President for the award of the deserving winners.

I Thank You!

Congratulatory Remarks by Ambassador Ombeni Y. Sefue

Chief Secretary of The United Republic Of Tanzania on The Occasion of Presenting the AAPAM Awards for Innovative Management to the Winners

President and Executive Committee of AAPAM;

Dr A.Y. Mzee, Chief Secretary, Secretary to the Cabinet and Head of Public Service of the Revolutionary Government of Zanzibar;

Ministers;

Chief Secretaries, Secretaries to Cabinet, and Heads of Public Service;

Permanent Secretaries, Principal Secretaries and other Senior Government Officials;

Representatives of International Organisations;

Distinguished delegates;

Ladies and Gentlemen

AAPAM has identified factors that make the public sector, in particular the public service, strong and efficient. The AAPAM awards, therefore, are important tools for building capacities of the African administrative and management systems for effective service delivery to our people. I wish to congratulate AAPAM for the innovations it has made in enhancing the performance of the African Public Services through a programme of Awards and recognition.

Ladies and Gentlemen, I would like to congratulate winners of this year's prestigious AAPAM Awards for Innovative Management. The Award selection process presented by the jury has picked the most deserving innovative projects from African public service institutions. I commend the five finalist organizations for reaching the finals of the competition and in winning the AAPAM Awards for Innovative Management. I believe there are numerous ongoing innovation endeavours that are not in today's list of winners. They, nevertheless, stand as potential applicants/contestants for the future. To all of you, I say Congratulations!

Ladies and Gentlemen, Innovation in public service institutions has existed since time immemorial. But its need and its speed is increasing, driven by new demands on public service delivery and facilitated by technology and globalisation. There was a time in the past when the most important condition for success was information. In today and tomorrow's world the key ingredient for success is innovation, because information is increasingly freely available online. The future success of African public service depends, therefore, on how much attention we place in developing capacities for innovation.

Ladies and Gentlemen, In today's world, innovation by the public service cannot be avoided. The programme this evening, therefore, is not, and cannot be, an end in itself. The critical work begins tomorrow, where a huge task of transforming and modernizing the public sector is ahead of us, lest we lose every shred of public trust. I encourage you to continue being creative and innovative throughout all spheres of your organizations. I repeat, it is only through a continuous process of innovation that we can improve our methods of delivering services to our citizens in an efficient and timely manner, producing the outcomes that earn the public service the trust and confidence of the citizenry.

I urge all of us present in this occasion to learn from these award winning innovations, whose projects or initiatives can permeate to other countries and public service institutions. But we also need to go beyond emulating to creating new innovations. Inter and intra organization continuous learning through networking should be carried over beyond Zanzibar.

Ladies and Gentlemen, Once again, congratulations to the finalists who received AAPAM Innovative Awards this evening and to AAPAM for organizing such a successful event.

Enjoy the rest of the evening!

THANK YOU!

Closing Speech by Hon. Amb. Seif Ally Iddi

Second Vice President of The Revolutionary Government of Zanzibar, at The 34th AAPAM Annual Roundtable Conference on Performance Management for Improving Public Service Delivery in Africa at Zanzibar Beach Resort, Zanzibar on 16th November, 2012

President and Executive Committee of AAPAM;

Ministers;

Dr. Abdulhami Yahya Mzee, Chief Secretary, Secretary to the Cabinet and Head of Public Service of the Revolutionary Government of Zanzibar;

Chief Secretaries, Secretaries to Cabinet, and Heads of Public Service;

Permanent Secretaries, Principal Secretaries and other Senior Government Officials;

Representatives of International Organisations;

Distinguished delegates;

Ladies and Gentlemen.

Allow me to start my closing remarks by expressing my satisfaction and happiness in the manner in which this conference has been conducted, the quality of the presentations, and discussions in the plenary, concurrent sessions and the outputs of this conference. As host of this conference, my initial evaluation is that, it has been a great success. I would therefore like to take this opportunity to congratulate AAPAM Secretariat, in particular, the National Organizing Committee, the Resource Persons and distinguished delegates for the job well done. In Swahili we say "Hongera sana!"

Honourable Ministers, Distinguished Delegates; Organising and managing a large Conference like this one requires dedication and commitment. It is for this reason that I would like to recognise and appreciate the efforts of all those people and organisations which in one way or another, have contributed to the preparations, hosting and the overall management of the Conference which comes to an end this afternoon. The list of people who deserve praise for their endeavour, dedication and hard work is long. I can only mention a few, and especially those who were pivotal and instrumental to the success of this Conference. These include the President of AAPAM, Hon. Abdon Agaw Jok Nhial, Secretary General of AAPAM Mr G. K. Scott, together with the entire team of AAPAM and the Chief Secretary to the Cabinet and Head of

Public Service in the Revolutionary Government of Zanzibar for leading and guidance to make this Conference a success.

Secondly, I would like to thank the resource persons to this Conference, especially chairpersons to a series of plenary sessions, facilitators, paper presenters and Rapporteurs of the Conference sessions. We thank them all for their good work.

It would be amiss of me without thanking the National Organising Committee for this successful Conference, led by The Chief Secretary, Secretary to the Cabinet and the Head of Public Service in the Revolutionary Government of Zanzibar; Hon. Abdulhami Yahya Mzee. You have done a wonderful and commendable job.

I would also like to register my appreciation to all delegates who attended this Conference from all regions of the Continent and those from abroad; America, Europe and Asia. We thank you for attending this very important event and welcome again to this beautiful Island of Zanzibar.

Honourable Ministers, Distinguished Delegates; The completion of this Conference marks a milestone in our endeavour to improving the public service delivery, and particularly in the area of Performance Management.

The theme of the Conference "Performance Management for Improving Public Service Delivery in Africa" and the subsequent topics presented created quite healthy discussions that were very informative. I can say with confidence that this Conference has clearly demonstrated our commitment and concerns on Improving Performance Management of Public Service. As leaders and managers we ought to be agents of change, for provision of quality services to our citizens. I feel that this Conference came at the opportune time when the entire world is rethinking on performance management for enhancing accountability and effective resource management.

Honourable Ministers, Distinguished Delegates, Ladies and Gentlemen; The initiatives by AAPAM to conduct this conference in Zanzibar, is a positive step to addressing the challenges that impede the optimization of Performance Management Systems for Improved Service Delivery identified and highlighted for corrective interventions. I believe that this Conference has really assessed true values of our performance management systems to achieve the objective of quality and efficient services to the public.

During the course of the past four intensive working days, discussions have focused on a wide spectrum of critical issues and concerns that would enable the creation of a performance culture across the public service, inclusive of the role that you, as Senior Officials, ought to play to ensure that the public service is transformed into accountable performance-driven entities that provide for better service delivery, and productivity gains that would generate opportunities for wealth creation.

Within all the deliberations that took place, you have surely raised the many challenges and restraining factors faced by your public services such as inappropriate frameworks; inadequate financial, technical and human resources; insufficient appreciation of contemporary

developments in human resource development; weak integration of reform strategies in national development plans; and lack of ICT capacity and reliable data as well as appropriate monitoring and evaluation mechanisms.

Honourable Ministers, Distinguished Delegates, Ladies and Gentlemen; I urge all participants to reflect on the experiences and insights gained and implement what works in your own public services for the betterment of our people.

Honourable Ministers, Distinguished Delegates, Ladies and Gentlemen; with the ever-increasing citizens' expectations in these critical times of scarce resources, performance management becomes an important vehicle for achieving results at organisational and national levels. In affirming our collective commitments, let us make active use of this vehicle that will take us to greater heights in our resolve to accelerate the implementation of Public Sector Reforms that will entrench a performance-oriented culture and will bring about accountability, effectiveness and efficiency in the provision of public goods and services. Remember, you as senior officials, entrusted with the efficiency and continuous innovation of government making sure that national development is sustained and national wealth created.

I urge you to take time to examine whether your public services have been restructured for the best, and whether you have built up the human capacities to deliver on reform initiatives, organisational transformation and an enabling environment that permits effective performance management to take place, otherwise all your efforts will have been in vain.

Honourable Ministers, Distinguished Delegates, Ladies and Gentlemen; In conclusion, allow me to once again congratulate you all for your efforts which made this Conference successful. We need to recognise that it is only through exchanges of knowledge, ideas and experiences, like the way we did in this Conference, that we can seriously assist our countries to improve their public services. Therefore as we go back home, we should emulate the best practices in managing performance management for the benefit of the development of our countries.

Once again, I commend all actors for making this Conference a successful reality and for your commitment in spearheading the acceleration of a Performance Management System that is suitable for our Public Service in Africa.

Indeed, it has been an honour and pleasure to share my thoughts with you. Let me, once again thank you for giving me the privilege to officiate the closing. I wish everyone a safe journeys back home and for those who have decided to stay for a while, are cordially advised and encouraged to visit the many attractions found in this picturesque Island of Zanzibar.

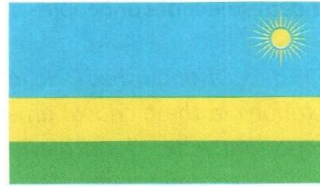
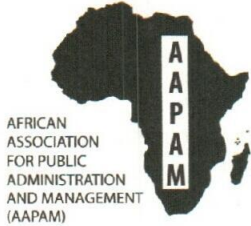
Honourable Ministers, Distinguished Delegates, Ladies and Gentlemen; Allow me now to declare the 34th AAPAM Roundtable Conference that was held here in Zanzibar, from 12th to 16th November, 2012 officially closed, and I wish the next host every success.

THANK YOU FOR YOUR KIND ATTENTION.

ASANTENI SANA!

APPENDIX V

INVITATION TO THE 35TH ROUNDTABLE CONFERENCE



Republic of Rwanda

AAPAM in conjunction with the Ministry of Public Service and Labour- Government of Rwanda (MIFOTRA) will host the 35th Roundtable in Kigali Rwanda from 18th- 22nd November 2013.

The 35th Roundtable Conference theme is: **“Quality Leadership for efficient and effective management of public service in Africa”** Hon. Samuel Mulindwa, Minister of Public Service and Labor Government of the Republic of Rwanda officially invited participants to the 35th AAPAM Roundtable Conference to be held in Kigali, Rwanda. In his invitation address, Hon. Mulindwa presented a brief history of Rwanda and some basic facts about the country’s economy and culture. The Government and people of the Republic of Rwanda look forward to receiving delegates in Rwanda.

34TH AAPAM ROUNDTABLE CONFERENCE PROGRAMME

The 34th Roundtable Conference 12th- 16th November 2012 Zanzibar, Tanzania

Theme: Performance Management for Improving Public Service Delivery in Africa

SATURDAY 10TH NOVEMBER 2012

TIME	ACTIVITY	VENUE	COORDINATOR
	ARRIVAL OF DELEGATES		
9:00 – 18:00	Registration of Delegates	Zanzibar Beach Resort	AAPAM Secretariat and National Organising Committee (NOC)
9:00 – 13:00	AAPAM Executive Committee Meeting	Zanzibar Beach Resort	AAPAM Secretariat
14:00 – 15:00	Meeting of AAPAM Executive Committee and National Organizing Committee(NOC)	Zanzibar Beach Resort	AAPAM Secretariat

SUNDAY 11TH NOVEMBER 2012

10:00-18:00	Registration of Delegates	Zanzibar Beach Resort	AAPAM Secretariat and National Organising Committee (NOC)
9:00 – 10:00	Meeting of the Jury for AAPAM Innovative Management Awards	Zanzibar Beach Resort	AAPAM Secretariat
10:00-16:00	Interviews of the finalists of the AAPAM Award for Innovative Management	Zanzibar Beach Resort	AAPAM Secretariat
14:00 – 18:00	Meeting of AAPAM Executive Committee and Development Partners	Zanzibar Beach Resort	AAPAM Secretariat
16:00-18:00	Meeting of Rapporteurs	Zanzibar Beach Resort	AAPAM Secretariat

DAY ONE: MONDAY 12TH NOVEMBER 2012

Time	ACTIVITY	VENUE	COORDINATOR
8:00 – 9:00	Arrival of delegates and Late registrations	Zanzibar Beach Resort	AAPAM Secretariat
9:00 – 11:00	Opening Ceremony (See Insert)	Zanzibar Beach resort	NOC
11:00-11:30	Group Photograph and Refreshments		
11:30 – 12:15	Delivery Messages of Solidarity by Development Partners and Member Countries and new partners.		Chairperson: Mr. Kadmiel Wekwete UNCDF Director
12:15 – 13:00	AAPAM Keynote Address Enhancing Public Service Performance through competency Based Training and Development	Prof. Margaret Kobia Kenya School of Government	Rapporteurs: Prof. Gelase R. Mutahaba Mr. Yakout H. Yakout
13:00 – 14:00	LUNCH		

TIME	ACTIVITY	PRESENTER	REMARKS
14:00 – 14:45	PLENARY 1 Performance Management Conceptual review and definitions <ol style="list-style-type: none"> 1. Public Sector Performance during Economic crises: perspectives from the 2008 Global Economic Crisis and the 2012 Eurozone crisis. 2. The politics of Godfatherism as a foundation source of instability in Nigeria 3. Whistle Blowing: Fact or Fallacy for Performance Management 	 Dr. Honest Prosper Ngowi Mzumbe University Dr. Emma Chukwuemeka Prof. Nirmala Dorasamy and Dr. R. Balkaran Durban University of Technology	Chair Person: Mr. Abdon Nhial AAPAM President Rapporteurs: Ms. Asha Ali Abdalla Mr. Mtoro Almasi Ali
14:45-15:00	Plenary Discussions		
15:00 – 15:30	HEALTH BREAK		
15:30 – 16:30	PLENARY 2 Stakeholder involvement and engagement in performance management <ol style="list-style-type: none"> 1. Enhancing the Efficacy of Public Sector Performance Measurement Systems: The critical Role of stakeholder Participation and Involvement 2. Citizen's Involvement in Performance Management in Korea 3. Performance Management and public policy: the case of the health sector 	 Nabaho Lazarus Uganda Management Institute Lee, Daehee & Jeon, Bongjoo Korea Institute of Public Administration Prof. Malcolm Wallis Regent Business School and Sibusiso Dlamini, eThekweni Municipality.	Chairperson: Janet Kathyola Adviser Southern Africa Region, Commonwealth Secretariat Rapporteurs: Prof. Gelase R. Mutahaba Mr. Yakout H. Yakout
16:30 – 17:00	Plenary Discussions		
18:30 – 20:00	Welcome Reception (cocktail Reception)	Hosted by the Revolutionary Government of Zanzibar. Venue: TBA	

DAY TWO : TUESDAY 13TH NOVEMBER 2012

TIME	ACTIVITY	PRESENTER	REMARKS
8:00 – 9.00	PLENARY 3 Performance Monitoring and Evaluation for Improved Service Delivery <ol style="list-style-type: none"> 1. Outcomes of Implementation of a performance Management System in the Public Service in Kenya 2. Performance Monitoring and Evaluation for Improved Service Delivery 3. L'importance de l'outil JOBS Description dans le monitoring de performance du personnel dans un service public 	 Dr. Josephine Mwanzia Kenya School of Government Dr. Finlay Sama Doh AAPAM Vice President, Central Africa Faustin Clovis Noundjeu <p align="center">(presentation in French)</p>	Chair Person: Mrs. Nkechi Ejele Permanent Secretary, Management Development Office, Nigeria Rapporteurs: Miss. Asha Ali Abdalla Mr. Mtoro Almasi Ali

9:00 – 9:30	Plenary Discussions		
9:30 – 10:30	<p>PLENARY 4 Enhancing Accountability, Transparency and trust in Government through Performance Management.</p> <ol style="list-style-type: none"> 1. Performance Measurement as a veritable catalyst to Good Governance and conveyor belt for policy implementation: the case of south Africa's Outcome Based Approach 2. Monitoring and Evaluation of performance at eThwekwini municipality in South Africa with particular reference to service delivery. 3. Is Performance Management measurement a panacea for effective accountability and Transparency in Public Service delivery in a developing Country? Insights from Uganda 	<p>Dr. Mataywa Busieka, Department of Public Service and Administration, South Africa</p> <p>Prof. P. S Reddy University of Kwazulu - Natal & Prof. Nirmala Govender Ethikweni Municipality.</p> <p>Ndaruhuste Ruzaaza, D. Malowa and M. Mugisha, Uganda Management Institute.</p>	<p>Chairperson: George Ross IPAC president, Canada</p> <p>Rapporteurs: Prof. Gelase R. Mutahaba Mr. Yakout H. Yakout</p>
10:30 – 11:00	Plenary Discussions		
11:00: 11:30	HEALTH BREAK		
11:30 – 12:30	<p>PLENARY 5 Human Resource Development as a precursor to effective actualization of Performance Management Systems</p> <ol style="list-style-type: none"> 1. Performance Management as Employee Motivation Mechanism in selected financial Institutions in Kumasi, Ashanti Region of Ghana 2. Le renforcement du capital humain comme précurseur d'une réelle actualization des systemes de gestion des performances:le regard de IONG Femme Action Développement de la République du Benin 3. Human Resource Development as a precursor to effective Actualization of Performance Management Systems 	<p>Dr. Kofi Osei Akuoko Kwameh Nkrumah University of Science and Technology</p> <p>Irene Koukoui Dehoumon (presentation in french)</p> <p>Florence N. Wachira Public Service Commission, Kenya</p>	<p>Chair Person: Anastase Murekezi, Minister of Public Service and Labour, Rwanda</p> <p>Rapporteurs: Ms. Asha Ali Abdalla Mr. Mtoro Almasi Ali</p>
12:30 – 13:00	Plenary Discussions		
13:00 – 14:00	LUNCH		

14:00 – 14:45	PLENARY 6 Performance Management regimes and Change Management frameworks <ol style="list-style-type: none"> 1. New Dispensation, Inspiration and Hope: The Expected change and Transformation of Kenya's Performance Management System Under the New Constitution 2. Improving Public Service Delivery using voluntary Management System Principles: A case of Gauteng Veterinary Services 	<p>Dr. Nura Huka Mohamed Kenya School of Government</p> <p>Reuben Govender Gauteng Department of Agriculture and Rural Development</p>	<p>Chair Person: Dr. John- Mary Kauzya, Chief of Governance and Administration , UNDESA</p> <p>Rapporteurs: Prof. Gelase R. Mutahaba</p> <p>Mr. Yakout H. Yakout</p>
14:45: – 15:15	Plenary Discussions		
15:15 – 15:45	HEALTH BREAK		
15:45 – 16:45	Presentation of the report of the AAPAM - Deloitte Member Value Survey	Richard Carson, Deloitte Canada George K.Scott AAPAM Secretary General	Session Chair: Mrs. Bridget Katsiriku Chairperson, Public Service Comission Ghana
BREAK FOR THE DAY			

DAY 3: WEDNESDAY 14TH NOVEMBER 2012

TIME	ACTIVITY	PRESENTER	REMARKS
8:30 – 10:00	CONCURRENT SESSION: 1 Performance Management in Local Level Service Delivery and Development <ol style="list-style-type: none"> 1. The Service Delivery and Performance Management for Development at Local Levels in Tanzania: A Myth or Reality. 2. Performance Management for Service Delivery at the Local Level in the absence of Councilors in Malawi: A failed Attempt? The case of Lilongwe District, Zomba District and Balaka Town Councils 	<p>Jason Nkyabonaki PhD. Student University of Dar es salaam</p> <p>Tiyesere Mercy Chikapa and Michael Chasukwa University of Malawi</p>	<p>Chairperson: Amb. Ombeni Y. Safue, Chief Secretary, Tanzania</p> <p>Rapporteurs: Ms. Asha Ali Abdalla</p> <p>Mr. Mtoro Almasi Ali</p>
	CONCURRENT SESSION: 2 Performance Information the Gateway to Improved Service Delivery? <ol style="list-style-type: none"> 1. The Road to Open Government: Enhancing Public sector Transparency, Accountability and Performance through Open Door Approches 2. Les technologies de l'information au service de la performance de l'administration des odres professionnels de la santé: une etude de cas sur le projet de l'ordre des medecins du Mali 3. E-government strategy of Performance Management in Korea 	<p>Dr. Robert P. Taylor, CEO Institute of Public Administration of Canada (IPAC)</p> <p>Dr. Ly Ousmane (presentation in French)</p> <p>Choi, Changhak Korea Institute for Public Administration</p>	<p>Chairperson: Dr. Abdulhamid Y. Mzee. Chief Secretary Zanzibar</p> <p>Rapporteurs: Prof. Gelase R. Mutahaba</p> <p>Mr. Yakout H. Yakout</p>

	<p>CONCURRENT SESSION 3 Special session of AAPAM Young Professionals Network (AAPAMYPN)</p> <p>CONCURRENT SESSION 4 Special session of APS-HRMnet: Strengthening Human Resource Managers' Capacities in Africa's Public Service for Effective Performance Management and Service Delivery</p>	<p>1. Commonwealth Secretariat 2. AAPAM</p> <p>Panelists:</p> <p>1. John Lavelle 2. Dr. John-Mary Kauzya 3. Prof. Gelase Muthaba</p>	<p>Session Chair: Mr. George Yambesi, PS Public Service Management, Tanzania</p>
10:00 – 10:30	HEALTH BREAK		
10:30 – 12:00	<p>PLENARY 7 Country Case Studies</p> <p>1. Performance Management for Improving Public Service delivery: An Indian Experience</p> <p>2. An Overview of Performance Monitoring and Evaluation in the central government in Korea</p> <p>3. Cas Pratique du cameroun</p>	<p>Prof. Pardhasaradhi Yarlagadda Osmania University, Hyderabad,</p> <p>Han, Chonghee Korea Institute for Public Administration</p> <p>Ndjouli Germaine Esther (Presentation in French)</p>	<p>Chairperson: John Mitala Head of Public Service, Uganda</p> <p>Rapporteurs: Ms. Asha Ali Abdalla Mr. Mtoro Almasi Ali</p>
12:00 – 12:30	Plenary Discussions		
12:30 – 14:00	LUNCH		
14:00 – 16:00	Presentation of Finalist AAPAM Innovative Awards	Finalists AAPAM Innovative Management Awards	Chair Person: Member of AAPAM Jury
16:00 – 16:30	HEALTH BREAK		
16:30 -17:30	<p>1. Workshop Discussions and Preparation of Reports</p> <p>2. Workshop of AAPAM Young Professionals' to finalize Report</p>	Rapporteur General	
19:00 – 21:00	<p>DINNER AND CULTURAL EVENING</p> <p>Presentation of Awards for AAPAM Innovative Management Awards</p>	Venue: TBA	

DAY 4: THURSDAY 15TH NOVEMBER 2012

	EXCURSIONS	
08:30– 17:00	Depart from Zanzibar Beach Resort	Delegates

DAY 5: FRIDAY 16TH NOVEMBER 2012

TIME	ACTIVITY	PRESENTER	REMARKS
8:30 – 10:30	<p>PLENARY 8</p> <p>PRESENTATION OF REPORTS</p> <ol style="list-style-type: none"> 1. Presentation of Concurrent Sessions Report 2. Presentation of Young Professionals' Network Report 3. Presentation and Discussion of Conference Communiqué 	Rapporteur General	<p>Chairperson: Mr. Diphofa Mashwahle, AAPAM Vice President Southern Africa Region</p>
10:30 – 11:00	HEALTH BREAK		
11:00 – 12:30	<p>CLOSING CEREMONY</p> <ul style="list-style-type: none"> • Delegates Vote of Thanks • Invitation to the 35th AAPAM Roundtable Conference by Host Country • Closing Statement by the AAPAM President • Closing of the Conference by an Official of the Government of Zanzibar 		<p>Chairperson: Dr. C. William Allen, Director General, Liberia</p>
12:30 – 13:00			
13:00 – 14:00	LUNCH AND DEPARTURE		

THANK YOU GOVERNMENT AND PEOPLE OF THE REVOLUTIONARY GOVERNMENT OF ZANZIBAR

RAPPORTEUR GENERAL

Dr. Mataywa Busieka

RAPPORTEURS

Prof. Gelase R. Mutahaba

Mr. Mtoro Almasi Ali

Ms. Selina Lyimo

Ms. Josephine Kimaro

Mr. Apolinary Tamayamali

Ms. Joyce Kafanabo

Mr. Mick Kiliba

Mr. Mtumwa Iddi Hamad

Mr. Abdulbaq H. Ali

Mr. Daima M. Mkalimoto

Mr. Said Mussa Muhammed

AFRICAN ASSOCIATION FOR PUBLIC ADMINISTRATION AND MANAGEMENT (AAPAM)

LIST OF AAPAM ANNUAL ROUDTABLE CONFERENCES HELD SINCE 1978 TO DATE

	Month & Year	Venue	Theme
1	Aug-78	Freetown, Sierra Leone	African Public Services: Prospects for the 1980's
2	Aug-79	Nairobi, Kenya	A Profile of the African Public Service in the 1980's
3	Sep-80	Victoria, Seychelles	African Public Services and Public Policy in the 1980's
4	Dec-81	Salisbury, Zimbabwe	Personnel Development Management and Utilisation in a Performance Oriented African Public Service in the 1980's
5	Nov-83	Arusha, Tanzania	The Changing Ecology of Public Administration and Management in Africa
6	Dec-84	Blantyre, Malawi	Public Enterprises Versus Privatisation: Which Way for Africa
7	Dec-85	Accra, Ghana	Food Crisis in Africa: Policy & Management Issues
8	Dec-86	Maseru, Lesotho	Policy and Management Issues in the Transport Sector
9	Dec-87	Gaborone, Botswana	African Crisis, Structural Adjustment and Impact on Responses by Public Administration and Management in Africa
10	Nov-88	Kampala, Uganda	Human Resource Development and Employment: Policy and Management Issues
11	Dec-89	Victoria, Seychelles	Towards Enhancing Entrepreneurship in African Public and Private Sectors
12	Dec-90	Abuja, Nigeria	Mobilising the Informal sector and NGO's for Recovery Development: Policy and Management Issues

	Month & Year	Venue	Theme
13	Dec-91	Mbabane, Swaziland	Ethics and Accountability in African Public Services
14	Dec-92	Arusha, Tanzania	Managing Science and Technology Policy in Africa
15	Jan-94	Banjul, The Gambia	Political Pluralism and Good Governance in Africa: Implications for the Public Service
16	Nov-94	Nairobi, Kenya	Mobilisation and Utilisation of Resources for Effective Performance in the Public Service
17	Mar-96	Cairo, Egypt	Civil Service Reform in Africa: Past Experiences and Future Trends
18	Mar-97	Nairobi, Kenya	Decentralisation as a Principle of Democratic Governance in Africa: Issues and Options
19	Nov-97	Gaborone, Botswana	Preparing African Public Administration and Management for the 21st Century
20	Nov-98	Nairobi, Kenya	Public -Private Sector Partnership: the Path to Africa's Accelerated Development
21	Nov-99	Kampala, Uganda	Quality Management Assurances in Africa
22	Nov-2000	Victoria , Seychelles	Good Governance in Africa
23	Mar-02	Abuja, Nigeria	Managing Change in a Globalizing Economy
24	Nov-02	Maseru, Lesotho	The African Public Service in the 21st Century
25	Apr-04	Banjul, The Gambia	The Role of Public Service in Poverty Reduction Strategies: Challenges and Solutions
26	Mar-05	Mombasa, Kenya	The Enabling State and the Role of the Public Service in Wealth Creation: Problems and Strategies for Development in Africa
27	Dec-05	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

	Month & Year	Venue	Theme
28	Dec 06	Arusha, Tanzania	Towards an Effective Delivery of Public Services in Africa
29	Sep 07	Mbabane, Swaziland	Political and Managerial Leadership for Change and Development in Africa
30	Oct 08	Accra, Ghana	Enhancing the Performance of the Public Service in a Developmental State
31	Sept 2009		Nairobi, Kenya
32		Nov 2010	Durban, South Africa
33	Nov 2011	Lilongwe, Malawi	Strengthening Citizen Engagement through Decentralization to Enhance Public Service Delivery in Africa
34	Nov 2012	Zanzibar, Tanzania	Performance Management for Improving Public Service Delivery in Africa

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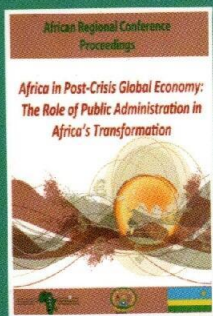


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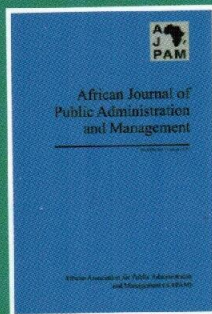
Delegates at the 34th Roundtable Conference

Recent AAPAM Publications



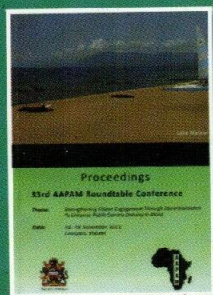
African Regional Conference

Africa in Post-Crisis Global Economy:
The Role of Public Administration
in Africa's Economy
Kigali, Rwanda



African Journal of Public Administration and Management (AJPM)

Vol. XXIII, No.1 January 2013



33rd AAPAM Roundtable Conference

Strengthening Citizen Engagement
Through Decentralization to Enhance
Public Service Delivery in Africa

14 - 18 November 2011
Lilongwe, Malawi



AAPAM Newsletter

75th Edition November to April