



MAGUGA DAM, SWAZILAND

Proceedings

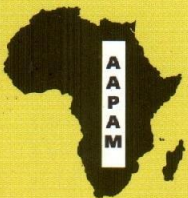


Royal Kingdom
of Swaziland

29th AAPAM Roundtable Conference

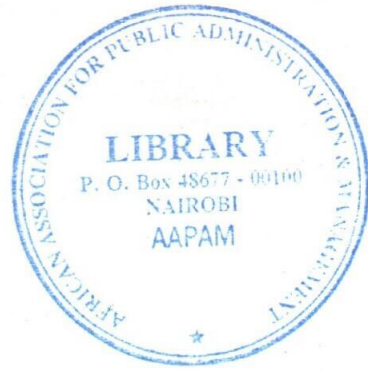
Mbabane, Swaziland

3–7 September 2007



Theme

*Political and Managerial Leadership for Change
and Development in Africa*



Political and Managerial Leadership for Change and Development in Africa

Report of the 29th Roundtable Conference
of the African Association for Public Administration
and Management (AAPAM)
Mbabane • Swaziland
3-7 September 2007

Hosted by

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Acknowledgements

AAPAM is grateful to the Government of the Royal Kingdom of Swaziland for hosting the 29th Roundtable Conference. The Government made available first-class conference facilities, high-level logistical support and extended generous hospitality to the delegates. The extent to which the Government attached importance to the Conference was underscored by the fact that the Prime Minister, His Excellency Absalom T. Dlamini, found time to officially open the Conference. Sincere thanks are extended to Mr. Sandile B. Ceko, Secretary to Cabinet and Head of the Public Service who took on the overall responsibility for hosting the Conference in Swaziland. Particular thanks go to the National Organizing Committee under the able leadership of the Principal Secretary, Ministry of Public Service and Information, Mr. Cyril J. M. Kunene, who worked tirelessly for many months towards organizing the Roundtable Conference. The support given to the conference by various local sponsors is highly appreciated.

AAPAM also wishes to extend its sincere gratitude to its international development partners, especially the Canadian International Development Agency (CIDA), the Institute of Public Administration of Canada (IPAC), the Commonwealth Secretariat and the United Nations Department of Economic and Social Affairs (UNDESA). All of them provided financial and material support to AAPAM for the successful organization of the 29th Roundtable Conference.



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Chapter 1

Introduction

The 29th Roundtable Conference was organized by the African Association for Public Administration and Management (AAPAM) in conjunction with the Government of the Royal Kingdom of Swaziland through the National Organizing Committee.

This Report was prepared by the Conference Chief Rapporteur, Professor Gelase Mutahaba, Professor of Public Administration, University of Dar es Salaam with the support of Session Rapporteurs: Mr. Stephen B. Magongo, Ms. Lindiwe G. Khumalo, Mr. Nhlanhla R. Nxumalo, Ms. Eliane R. Bhembe, Ms. Winnie T. Stewart and Mr. Eric K. Mkhonza. The final version emerged after additional review by the AAPAM Secretary General, Dr. Yolamu R. Barongo.

The 2007 Roundtable Conference continued the tradition dating back to 1978 when the African Association for Public Administration and Management (AAPAM) launched its series of annual roundtable conferences, which are held in different member countries. Each conference addresses issues of contemporary relevance and concern, and draws on the insight and experiences of policy makers, senior public officials, corporate and civic leaders, and renowned public administration and management scholars.

The 29th AAPAM Roundtable Conference was hosted by the Government of the Royal Kingdom of Swaziland and held at the Royal Swazi Spa Convention Centre from 3rd to 7th September, 2007. Approximately **320** delegates from **21** countries participated in the Roundtable. These included Cabinet Ministers, Heads of Public Service and Secretaries to Cabinet, Directors-General of Staff Colleges and Management Development Institutes and other statutory bodies, representatives of international organizations, management consultants, as well as renowned academics and researchers in institutions of higher learning. The countries represented at the Roundtable Conference included: Botswana, Cameroon, Canada, Gambia, Ghana, Kenya, Lesotho, Malawi, Mauritius, Mozambique, Namibia, Nigeria, Seychelles, Sierra Leone, South Africa, Swaziland, Tanzania, Uganda, United Kingdom, Zambia and Zimbabwe. The United Nations Department of Economic and Social Affairs (UNDESA), the Institute of Public Administration of Canada (IPAC) and the Commonwealth Secretariat were among the development partners represented at the Roundtable.

The theme of the 2007 conference was **Political and Managerial Leadership for Change and Development in Africa.**

Roundtable Objectives

Given the enormity of the problems confronting African countries, public services have to play major roles in supporting governments to address those problems. The 29th Roundtable Conference sought a clear understanding of the roles played by political and managerial leadership in influencing change and development. The specific objectives of the Roundtable were:

- i. Appraise delegates with recent scholarship and key elements in leadership effectiveness;
- ii. Examine the relative and complementary roles of the political and bureaucratic/managerial leadership in nation building;
- iii. Examine the lessons presented by countries that have undertaken major positive development changes in recent times, both in Africa and elsewhere, and the role played by leadership in these changes;
- iv. Provide a platform for the exchange of views between invited political and senior public sector managers in Africa;
- v. Examine best practices as well as lessons learnt from cases of failed political and managerial leadership;
- vi. Discuss a possible agenda for improving leadership quality and effectiveness, including enhanced elected-bureaucratic leadership interface;
- vii. Explore ways to strengthen leadership capacity development in the African public services, and;
- viii. Further explore the leadership-public sector delivery development nexus.

Roundtable Sub-Themes

In pursuit of the above objectives, the Roundtable Conference was organized around five sub-themes. These were:

- i. Leading Issues in Political and Bureaucratic Leadership and their Roles in Change Management at both Institutional and National Development Levels
- ii. Overview of the Experience of the Role of Leadership in Newly Industrialized Countries and Emergent African Countries
- iii. The Practice of Political and Bureaucratic Leadership in Africa.
- iv. Lessons and Country Experiences
- v. Agenda for Improving Leadership Quality and Effectiveness.

Expected Results/Outputs

Given the above sub-themes the Conference was expected to produce the following outputs:

- i. Relative and complementary roles of political and bureaucratic/managerial leadership in nation building thoroughly examined.
- ii. Thorough examination of lessons from countries that have undertaken major positive development changes in recent times, presented and shared with participants.
- iii. A platform for the exchange of views between political and senior bureaucrats in Africa provided.
- iv. Best practices as well as lessons from failed cases of political and managerial leadership learnt and examined.
- v. Possible agenda for improved leadership quality and effectiveness discussed and adopted.
- vi. Detailed guidelines for strengthening the leadership of African Public Sectors, discussed and adopted.
- vii. Further exploration of Leadership-Public Sector Delivery – Development nexus carried out and recommendations made.

Chapter 2

Formal Opening

The Conference was officially opened by **His Excellency Absalom Themba Dlamini**, the Rt. Hon. Prime Minister of the Royal Kingdom of Swaziland. The opening ceremony was also graced by other dignitaries, including Hon. Sgayoyo C. Magongo, Minister of Public Service and Information, Mr. Sandile B. Ceko, Secretary to Cabinet and Head of the Public Service and who was the Chief Host; Ms. Ann Masson, Director, International Programmes, Institute of Public Administration of Canada (IPAC); Dr. John-Mary Kauzya, Chief of Branch, Governance and Public Administration, United Nations Department of Economic and Social Affairs (UNDESA), New York; Mrs Oluwatoyin A. Job, Adviser (West Africa) who represented the Director, Governance and Institutional Development Division (GIDD) of the Commonwealth Secretariat, London and Mr. John Mitala, President of AAPAM, Secretary to Cabinet and Head of Public Service, Republic of Uganda.

At the beginning of the opening ceremony, messages of solidarity were received from AAPAM Development Partners and were delivered by the following:

- (i) Ms. Ann Masson, Institute of Public Administration of Canada, IPAC
- (ii) Mrs Oluwatoyin A. Job, Commonwealth Secretariat, London
- (iii) Dr. John-Mary Kauzya, United Nations Department of Economic and Social Affairs (UNDESA), New York.

The Chief Host, **Mr. Sandile Ceko**, Secretary to Cabinet and Head of Public Service, welcomed AAPAM to the Royal Kingdom of Swaziland. He noted that Swaziland last hosted the AAPAM Roundtable Conference in 1991. under the theme, **Ethics and Accountability in the African Public Services**. He noted further that, over time, the Roundtable Conferences have resumed to attract increasingly the Heads of Public Services as was the case in the early days of AAPAM. He appreciated the fact that this time around many Heads of Public Services, Chairpersons of Public Service Commissions and other appointing Commissions, Permanent/Principal Secretaries and high ranking Government officials from all over Africa were in attendance at the Roundtable Conference.

Mr. John Mitala, President of AAPAM and Head of Public Service and Secretary to Cabinet, Uganda, thanked the Government of the Royal Kingdom of Swaziland for hosting the 29th AAPAM Roundtable Conference and the Rt. Hon. Prime Minister for agreeing to officially open the conference. In addition, he thanked the AAPAM development partners

and the African Governments for various contributions, material and financial support extended to AAPAM over time which have strengthened the Association and made it possible for it to implement its programmes.

The Minister of Public Service and Information, Government of the Royal Kingdom of Swaziland, **Hon. S.C. Magongo**, also made some welcoming remarks and reminded participants that during the video communication that he made to participants at the Arusha Roundtable Conference on 8th December 2006, he promised that if they came to Swaziland they would "taste" the best of the country. Now that they were in the country he reaffirmed what he had promised. He then invited the Guest of Honour to give his address and open the conference.

In his opening speech, **the Prime Minister** expressed his pleasure to have been given the honour and privilege of officiating at the opening of the important AAPAM annual event. He also thanked AAPAM for giving the Royal Kingdom of Swaziland a second opportunity to host the Roundtable Conference, having hosted it once in 1991.

The Prime Minister noted that Africa faced major developmental challenges. The most prominent of these included extreme poverty and hunger, low levels of basic education for the population, high infant, child and maternal mortality, gender inequality, HIV/AIDS pandemic and environmental destruction.

For Africa to address these challenges successfully would require strong leadership at both the political and managerial levels.

He applauded AAPAM for its contribution in addressing these challenges over a period of more than thirty years since it was founded and urged the Association to continue those efforts. In this connection he commended the timely decision by the AAPAM leadership to devote this year's Roundtable Conference on the theme: **Political and Managerial Leadership for Change and Development in Africa**. The Prime Minister urged participants to explore key elements of effective leadership at both the political and managerial level and how these have been harnessed in other parts of the world to make them contribute to accelerated and positive change and development.

Finally, before declaring the 29th AAPAM Roundtable Conference officially open, the Prime Minister implored and invited all delegates to explore the beauty of the country. He particularly encouraged the participants to attend the annual Reed Dance Ceremony as well as the International Trade Fair which were then in progress.

Chapter 3

Conference Deliberations

PLENARY SESSION 1

Keynote Address

Ms. Constance Simelane - Hon. Deputy Prime Minister

Session Chair: Mr. Cyril J. M. Kunene
Principal Secretary, Ministry of Public Service and Information,
Government of the Kingdom of Swaziland

Rapporteurs: Mr. Stephen B. Magongo
Ms. Lindiwe G. Khumalo

Introduction

The Master of Ceremony Mr. Patrick Muir (Under-Secretary – Human Resources Planning and Development) welcomed all delegates to the conference and announced all house-keeping rules. He also explained some changes and additions to the programme including the dress code for the group photographs and the upcoming Reed Dance.

The Session Chair, Mr. Cyril J.M. Kunene also welcomed all delegates, and briefly introduced the Hon. Deputy Prime Minister to the Delegates, citing her full credentials.

Presentation

In her presentation, the Hon. Deputy Prime Minister highlighted and outlined the challenges faced by Africa. In her view the main challenges include:

- i. High incidences of abject poverty;
- ii. Diseases – HIV/AIDS, Malaria, and Tuberculosis
- iii. High levels of gender inequality.

She then went on to show how leadership can be seen as envelopes containing mutually reinforcing components that, if made to work in tandem, will make it possible to address.

She listed the envelopes according to the way they can be used for effective leadership. She stated that for a country to develop both sides of the leadership coin (political and managerial) need to work and reinforce each other.

Discussion and Recommendations

The Session Chair thanked the Hon. Deputy Prime Minister for the presentation. Participants then raised the following issues:

- i. There was heated debate regarding the role of vision and leadership in transforming countries, with some delegates suggesting that effective leadership demands of the leader to set a vision for the citizens, while others taking the view that a good leader is the one who aggregates the views and ideas of the led.
- ii. Africa lacked either types of leaders. On the one hand the leaders are selfish and have no vision while most leaders are far removed from the led.
- iii. Discussions also focused on the extent to which African political and managerial leadership work or do not work together. In most countries there is a tendency of political and managerial leadership to undermine one another. Such tensions can be reduced by having the political leaders understanding that they require guidance from those who have longer term tenure and have a depository of knowledge. The managerial leadership on the other hand should recognize that political leaders have a mandate to act on behalf of citizens who elected them.
- iv. Delegates addressed the question of whether leaders are born or made. The group concluded that there are leadership traits which are innate, but have a scope for developing other traits. For that reason it is imperative to organize the training of leaders.

PLENARY SESSION 2

Role of Leadership in Development: An Overview

- Session Chair:** Mr. Oliver M. Kalabo, AAPAM Vice President for Southern Africa, Permanent Secretary, Cabinet Office, Zambia
- Presenter:** **Prof. Stephen Adei**, Rector, Ghana Institute of Management and Public Administration
- Rapporteurs:** Ms Winnie T. Stewart
Mr Nhlanhla R. Nxumalo

Presentation

In his paper, **Overview of the Role of Leadership in the Development of the Asian NICs and Lessons for Africa**, Prof. Adei noted that the major phenomenon in the last half cen-

ture has been rapid socio-economic transformation of a group of countries in South and South-Eastern Asia which are collectively called the Newly Industrialized Countries (NICs). The rapid economic transformation was accompanied by improvement in human welfare. He sought to explain why these countries have achieved that success and in his view a combination of factors explains the success attained by those countries. They included:

- i. Active government intervention in national development.
- ii. Peace and maintenance of national unity for an appreciable period that enabled the countries to implement agendas of transformation.
- iii. Capable, patriotic and committed bureaucracy in the form of a national think-tank plus efficient, motivated and transparent public services especially the core civil service with institutional, managerial and technical capacity for development management of the economy and society.
- iv. A credible, realistic and motivating long term national vision and development/growth agenda that were rigorously but flexibly managed.
- v. Sustained effort was directed at changing the mindset, work ethic and economic culture of the people.
- vi. Creation of an enabling environment for non-state economic actors both national and foreign especially private investors to engage in public-private partnerships to create a competitive economy guided by government policy rather than liberal laissez faire theories.
- vii. All the countries displayed sustained focus to put in place the socio-economic infrastructure and systems needed to support long term development and growth, especially that of developing skilled and knowledgeable human resources and general reduction in the cost of doing business to become competitive.
- viii. Finally, they all took advantage of global trends and niches from international trade, direct foreign investment flows, changing comparative and competitive advantage, ITC etc. through the development of national capacities generally.

He suggested that the foregoing issues were standard but wondered why African countries had not acted in similar manner. He concluded by stating that what distinguished the Asian countries from most of the Sub-Saharan nations was the quality of leadership which helped immensely in providing direction, setting agenda and executing change. The prospects of such quality leadership emerging in Sub-Saharan Africa were now better than ever before.

Discussions and Recommendations

Following the presentation, participants raised the following issues:

- i. Comparisons between Asia and Africa often downplay the nature and, therefore, the impact of colonialism on African society compared to Asia.

- ii. Analysts also do not give due weight to the slave trade factor in explaining African stagnation after independence.
- iii. Some participants raised the issue of peace, financial flows to the Asian countries compared to Africa.
- iv. A final point related to the issue of culture with many participants stressing that the Asian countries were selective in adopting western culture. Often, they have clung to their own cultures. They pointed out that knowing one's culture and implementing it to motivate the people was key towards a unified leadership for development.

PLENARY SESSION 3

Leadership Capacity Development

- Session Chair:** Prof. Patrick Muzaale
Chairman, Public Service Commission, Uganda
- Presenters:** **Dr John-Mary Kauzya**
Chief of Governance and Public Administration Branch
UNDESA, New York
Mr. Maurice Nyamunga, Consultant
Government of Botswana
- Rapporteurs:** Ms. Eliane Bhembe
Mr Eric Mkhonza

Presentations

In his presentation, **The Human Factor in Building Trust in Government: Leadership Capacity Development Perspective in Africa**. **Dr John-Mary Kauzya** pointed out that "Africa is not cursed but has poor leadership". He introduced the three main topics for his presentation.

- i. The challenges facing Africa.
- ii. What capacities do we need to develop?
- iii. What to do to develop capacity.

He made an assumption that in Africa the requisite human capacity lags behind. One of the problems faced by Africa is shifts in the requirements dictated by the global phenomenon.

Africa's development agenda is not set by Africa and African leaders. The leadership that Africa has is not the type required. Leadership that is needed by Africa is one which works with people to develop a path that development should take. This requires vision. But unfortunately the concept of vision is borrowed from the corporate world whereby the Chief

Executive sets the vision and rallies the workers behind him. In a polity, leaders have to agree on a vision along with the led if the vision is ever going to be realized.

In order to develop leadership, succession planning at both institutional and national levels is a prerequisite. He observed that developing a successor is the greatest achievement. "It doesn't matter how fast you can run if you cannot pass the baton". Succession planning avoids the chaos that follows when leadership changes.

In the immediate post-independence period African countries, with the support of donors, applied a lot of resources to address this matter. However, capacity building in this area remained elusive. There is a tendency to equate leadership development with offering courses to individuals. Training individuals is only one aspect of leadership development. Leadership development should transcend the narrow focus of developing individual skills, attitudes and character to include the interplay of contextual and situation elements in institutions, cultures, values and systems.

He concluded that in order to develop leadership at institutional level, Africa must go beyond focusing on individuals.

Mr. Nyamunga in his paper titled **Agenda for Improving Leadership Quality and Effectiveness in African Perspective**, gave a conceptual paper on an African approach to improving leadership, quality improvements and effectiveness in service delivery, citing examples from the Botswana public service reform programme. He suggested that the deployment of innovative management techniques though useful, only yields results when both the political and technocratic leadership in a country are all committed to change. That is what has made Botswana a leader in Africa.

Discussion and Recommendations

Following the two presentations, participants generally concurred with the paper presenters and called for Governments' action to be directed in the areas and issues raised by the paper presenters. In particular they urged Governments to:

- i. Address the issue of professionalization of the management of human resources in the public service.
- ii. Strengthening the institutions for training and development of public service personnel.

In this regard participants urged AAPAM and member countries to support the recent initiative spearheaded by UNDESA which aims to network African human resource specialist with a view of taking action to spearhead their professionalism.

PLENARY SESSION 4

Building a Developmental State: The Role of Leadership

- Session Chair:** Mr. Eric Molale, Permanent Secretary to the President, Secretary to Cabinet, Government of Botswana
- Presenter:** **Professor John Forje**, Department of Political Science, University of Younde II, Cameroon
- Rapporteurs:** Ms. Winnie T. Stewart
Ms. Lindiwe G. Khumalo

Presentation

Prof. Forje in his paper, **Constructing a Developmental Nation: The Challenge of Political and Managerial Leadership for Change and Development** provided an overview of the challenges which have faced Africa since independence. He outlined five issues of concern in this respect, namely:

- i) A shift from monolithic to political party pluralism.
- ii) Development challenges.
- iii) Non-progress after independence in arresting poverty, corruption and poor quality service delivery.
- iv) Establishment of independent professional bureaucratic machinery that serves any party elected into office.
- v) A way forward in relation to globalization

He noted that apart from a few countries, Africa has always faced a dearth of quality and strong visionary political and managerial leadership which has in turn affected negatively democratic governance and sustainable development.

Using the example of Cameroon, he illustrated how during the time of the first Presidency and immediately after, the political leadership adopted socio-economic policies which if they had been sustained would have put the country on a trajectory of strong economic growth and development and inclusive politics that would have improved the quality of life of the citizens. Overtime, however the country has had no effective leadership at both the political and managerial level. As a result the country stands no chance of meeting the goals of eradicating extreme poverty and hunger, reducing child mortality, promoting gender equity and empowerment, controlling and eradicating killer diseases like HIV/AIDS, malaria, tuberculosis etc.; putting in place radical measures to halt the destruction and depletion of the environment, among others. In short, Cameroon needed to take measures of reversing

a culture of poor leadership, poor managerial skills, bad governance which now seems to be accepted by both the leaders and the led.

He then concluded by stating that countries that have effectively demonstrated a unique combination of visionary, concerted, just and competent political leadership, managerial skills and backed by professionally and impartially-led public service, stood a better chance of achieving progress within a relatively short time in comparison to those lacking these attributes.

Discussions and Recommendations

The participants raised a number of issues including the following:

- i) Many speakers took exception to the negative picture painted by Prof. Forje concerning Africa's development and leadership condition. They argued that there were many major differences among African countries. There are countries such as Tanzania which had good leadership during the post independence period and continue to enjoy good leadership.
- ii) A lot of good things had happened since Africa attained independence. We need to celebrate those good things in addition to identifying what has not worked. In terms of the problem of skilled human resource, all countries started from almost zero with no skilled personnel to support development. To day many countries have huge numbers of doctors, geologists, economists etc. We should focus more on the good that African countries have achieved since independence and less on the negative.

The Chairman closed the session by pointing out that he agreed with most speakers for the need to be positive about Africa's developmental prospects without necessarily being apologetic for past misdeeds. He urged both the bureaucratic and intellectual elites to work together to analyze Africa's development problems and come up with solutions that are underpinned by a sound theoretical base and are implementable. He reminded the participants that Africa was endowed with human and natural resources, hence with good leadership there is a lot that Africa can achieve.

PLENARY SESSION 5

Leadership Crisis and Failure

- Session Chair:** Mr. Eric Molale
Permanent Secretary to the Office of the President,
Secretary to Cabinet and Head of the Public Service, Botswana.
- Presenters:** **Prof. Musa P. Dlamini**, Department of Political and
Administrative Studies, University of Swaziland
Prof. Paul N. Ndue, University of Yaounde II, Cameroon
- Rapporteurs:** Mr. Stephen B. Magongo
Mr. Eric Mkhonza

Presentations

The first presentation by **Prof. Musa P. Dlamini** was titled: **The African Leadership Crisis: Historical Perspectives and A Reflection on the Expectations of Independence**. The presenter summarized and addressed two issues. First he defined leadership in the African context and then delivered judgment on the performance of Africa's political and technocratic leadership since independence.

He asserted that after decades of independence, the life of the average African in the rural and peri-urban areas is either still the same or worse than it was before independence. Starting from the 1980's the situation has become worse and citizens have become more frustrated and dispirited because their post independence expectations have not been met. In many countries there is widespread failure in the delivery of services to the masses and corruption is on the rise and efforts to democratize are still-born.

He ascribes the situation to post independence leaders, including the political, technocratic, intellectual and traditional leaders in countries where traditional chieftainships still wield influence and power, such as Swaziland. He castigated the elite for abandoning the masses and not listening to them, and for the failure to provide visionary leadership.

Prof Ndue's paper was on **Leadership Failure and Leadership Substitutes/Neutralization: the Case of Cameroon**. He stated that Cameroon was endowed with rich natural resources, yet the people were still poor despite almost fifty years since becoming independent. He then said that with the coming to power of Paul Biya after Ahidjo had gone, the expectations for positive change were high on the part of all segments of society. The regime had promised to work on national unity, democratic governance and to fight corruption but collusion between managerial and political leadership prompted Cameroon to become one of the most corrupt countries in the world. The presenter then pointed out that corruption diverts resources to private entities and activities and are never used

for the public good. As a result, national development suffers greatly. There is a need to intensify anti-corruption laws and put in place a new electoral law and make it powerful and independent.

Discussion and Recommendations

The discussions which followed raised the following issues and questions:

- i. Some delegates were of the view that the first presenter was too general in his presentation. Some of the situations he had described had changed. The conference needed to be enlightened on how some of the African countries had improved. Was the situation that bad?
- ii. Some participants felt that the existence of a crisis in leadership in Africa was exaggerated. They believed that there was some good leadership in Africa except that they lacked focus and vision for facing all the given challenges.
- iii. African leaders have tended to ignore the intellectuals. There is a need for leaders to educate these intellectuals and then listen to them.
- iv. Africa has moved from colonialism to dictatorship, and finally to democratization. There is a need to find out what some of the successful countries have done to achieve their present status. There is also the need for Africa to develop unique ways for use in combating the challenges facing it.
- v. The challenge of poverty was an offshoot of globalization.
- vi. If education had been given priority by the leadership, the educated would not still be marginalized by their leaders and there would be no need for them to leave their countries for "greener pastures".

PLENARY SESSION 6

Public Service Delivery: Challenges to Leadership

- Session Chair:** Mr. Joe D. Isaachar, Head of Civil Service, Government of Ghana
- Presenters:** **Professor R. Levin**, Director General
Department of Public Service and Administration
Republic of South Africa
Mr G.D. Setsetse and **Mr. R.B. Mkansi**
North West University, South Africa.
Dr Honest P. Ngowi, Department of Economics,
Mzumbe University, Morogoro, Tanzania
- Rapporteurs:** Ms. Eliane Bhembe
Mr Nhlanhla Nxumalo

Presentations

The plenary session featured three papers. The first by Professor R. Levin, was entitled **Leadership and Service Delivery in the South African Context**. The second, **The Role of Managerial Leadership in Service Delivery: The Case of Ngaka Modiri-Molema District Municipality: North-West Province, South Africa**, was presented by Mr G.D. Setsetse and R.B. Mkansi and the third was entitled **Privatization and Agentification of Public Services Delivery in Africa** presented by Dr Honest P. Ngowi.

Prof. Levin focused his presentation on the current administrative and leadership practices in South Africa. Among other things he highlighted socio-economic challenges facing the country that amongst others included the following:

- i. People centered Approaches
- ii. Bureaucratic inward looking institutions
- iii. Redistribution of resources
- iv. Uneven development with poverty alleviation remaining a challenge.

He went on to define leadership and said that it was important that leadership was not confused with management competencies and better management skills. Among other issues, he further stated that leadership was about self discovery and personal growth. The main role of leaders should be seen as that of change agents.

The presenter also emphasized that the main policy that governs all government operations in South Africa was that of **Batho Pele** (which means 'People First'). He said the policy was about the whole notion of transformation of service delivery and culture change. It included values such as courtesy, value for money, redress, etc.

On the issue of leadership and good governance he highlighted the importance of public participation, *imbizo* programme (leaders visiting communities to listen to their development needs and collectively identifying possible strategies to meet these needs). A register of community issues would be kept in order to monitor and evaluate progress.

He further shared with the meeting the role of Community Development Workers (CDW) who work with the people at the grass-root level. He mentioned that the CDWs were made of multi-skilled people who acted as intermediaries between the communities and government in solving the problems of the marginalized.

The presenter also shared the South African leadership strategy of the Cluster System which promotes integration of public services for improving the quality of service delivery. This included the creation of one-stop-shops and participatory e and m-governance. Also key to quality public service delivery, the South African experience placed emphasis on the ap-

appropriate balance between the central authority and decentralized organizations, preference given to marginalized group and leadership ethics. Political leadership provided an overall strategic and policy direction derived from an electoral mandate. These included transformational leaders typically seen as visionaries and a catalyst of change.

He concluded by asserting that leaders need to learn from other experiences, motivate their followers, create clear visions, sound systems with checks and balances, wide consultations as well as develop quality listening skills.

The next presenters **Mr. Setsetse** and **Mr. Mkansi**, noted that improved services for all in South Africa remained a dream. This is especially so at the local governance level. In moving to address service delivery backlogs and ensuring optimal service provision, the legislature passed laws and took action aimed at enabling the development of strategies for improving service delivery.

The authors compared the role of managerial leadership in service delivery in two municipalities: Ngaka Modiri Molema District Municipality and Mafeking Local Municipality.

While Mafeking Municipality had not met the national standards of ensuring that service provision should at least cover 60% of households within the Municipality, Mafeking had achieved 80%. In terms of the revenue base Ngaka, Modiri Molema municipalities had a better base than Mafeking. The difference in performance lay in the fact that Mafeking had good Managerial leadership.

In this case transformational leadership required the leaders to understand and support the needs of the followers, seeking higher level needs and engaging followers as whole persons.

In conclusion the presenters stated that creating a good life for South African citizens remained a daunting challenge. The challenge was reported to be worse for local governments who were closest to the people in terms of delivery of various public services enshrined in the national constitution. The other challenge was for South Africa to build managerial leadership capacity of public service as a driving force for better service delivery.

The third presenter **Dr. Honest Ngowi**, highlighted the current and topical issue of changing patterns and practices of public services delivery in Africa. He reviewed the phenomenon of using the private sector and executive agencies models to deliver public services and its implications for managerial leadership and accountability using data from Tanzania.

Dr. Ngowi noted that Tanzania had taken many and far-reaching steps to reform its public sector and improve the performance of the civil servants. Among the very notable reforms are the participation of the private sector and executive agencies in the delivery of non-core

public services. He observed that through the Private Sector Participation (PSP) initiative, four main categories of non-core public services could be provided by the private sector in various ministries, departments and agencies. The services categories included building services, office services, executive and clerical services as well as professional services.

The presenter found that privatization and agentification of the public service delivery in Tanzania had a number of managerial leadership implications on the part of the public sector, the private sector and the executive agencies involved. He concluded by asserting that the need for stakeholders to search for and apply the best practices in good managerial leadership in improving public service delivery cannot be overemphasized. Dr. Ngowi further concluded by arguing that the success of privatization depended on the establishment of strong public-private partnerships.

Discussion and Recommendations

The participants raised the following main issues:

- i. On the issue of leaving and trusting the private sector to deliver public services, participants were of the view that the better positioned service provider (private or public) should be given the opportunity to provide public services. It was further emphasized that the private sector is by no means superior to the public sector even in terms of efficiency.
- ii. A caution was given that the private sector had a tendency of maximizing profits which could, at times, compromise service delivery. A need to first consider commercialization before going to full fledged privatization was suggested.
- iii. Participants noted the need to monitor levels of service delivery and in that regard, there was a need for central public institutions to establish robust monitoring and evaluation systems.
- iv. On the role of academics, it was suggested that they were well positioned to carry out research that would bring up empirical results.
- v. Where alternative service delivery agencies are used, mechanisms for ensuring accountability should be instituted.

The chairman concluded the session by stating that the purpose of service delivery needed good quality leadership (political and administrative) possessing three Cs namely, competency, care and character.

PLENARY SESSION 7

Strengthening Leadership Capacity

- Session Chair:** Mr. Ibrahim Hussein, Chairman, Teachers Service Commission, Kenya
- Presenters:** **Mr. Joseph O. Dada**, Management Trainer/Consultant
ASCON, Lagos, Nigeria
Prof. Paul N. Ndue, University of Yaounde, Cameroon
- Rapporteurs:** Mr. Stephen B. Magongo
Mr. Nhlanhla Nxumalo

Presentations

This session featured two presentations. The first paper by Mr. Joseph O. Dada was on **Strengthening African Political Leadership Capacity for Development: Key Challenges** while Prof. Ndue's paper was on **An Agenda for Improving Leadership Quality and Effectiveness in Africa**.

Mr. Dada outlined the main challenges facing the continent including Political/Governance challenges, economic challenges, social challenges and cultural challenges. On the whole Africa had failed to address these challenges because since independence, apart from the early crop of post-independence leaders, the continent has had poor leadership. Leadership in Africa is based mainly on sentiment rather than logic. A leader needs to be able to give direction.

Dr. Ndue started by outlining characteristics of good leaders and poor leaders. He pointed out that most leaders rely on personal decisions while others do some consultation. A good leader must also be a good listener. He then went on to list the listening principles in outline form.

Effective communication was mentioned as a contributing factor to good leadership. This could make a leader who is able to recognize where there is good communication and where there was none.

The presenter then went on to show how a "win-win" situation can be achieved by good leadership and concluded by pointing out that leaders were responsible for the effectiveness of their actions and decisions.

Discussion and Recommendation

In the interactive discussion, the following came up.

- i. As leaders, there is a need to take full responsibility for undelivered services. What legacy do we leave behind when we leave our offices to the next generation?
- ii. There are cultural contradictions that may not be brought to combine with modern leadership due to the "succession theory".
- iii. According to most papers presented, no African ruler is a leader.
- iv. A vast majority of presentations have blamed the leadership for all of Africa's problems. Failure could be blamed also on the bureaucrats just as much as the political leaders.

PLENARY SESSION 8

Perceptions of Political and Managerial Leadership

Session Chair: Mr. Philemon Luhanjo, Chief Secretary, President's Office, Secretary to the Cabinet and Head of Public Service, Tanzania

Presenters: **Ms Florence Nyokabi Wachira**
Deputy Director, Human Resource Development
Ministry of State for Public Service, Government of Kenya.

Mr. Joseph O. Dada, Management Trainer/Consultant
ASCON, Lagos, Nigeria

Rapporteurs: Ms. Lindiwe G. Khumalo
Mr. Eric K. Mkhonza

Presentations

This session featured two presentations: **Towards a More Pragmatic Approach to Managerial Leadership** by Ms Florence N. Wachira and **Nigeria's Technocratic Perception of Political Leadership: A Research Finding** by Mr. Joseph O. Dada.

The first paper focused on the results of a study on Management Leadership Development carried out by **Ms. Florence N. Wachira** in the United Kingdom while on work attachment. Her overall goal was to improve her potential and ability as a facilitator of Human Resources Development (HRD). Her study was action-based research in a practical setting. The target group were managers in a UK municipality. The results of her research were based on the managers' perceptions of how the managers themselves wanted to be developed.

The research yielded information to help the researcher (speaker) understand her subjects better. Her research methodology included the use of a questionnaire, structured interview, conversations and e-mail communication.

Responses were revalidated by the rephrasing of questions and reconfirmation.

The managers sampled were those who had undergone training and thus in a better position to critique the results. Most questions were open ended.

The following issues were seen by most managers as constraints to the effectiveness in their organization and compromising development.

- i. unclear corporate goals
- ii. unclear role of leadership
- iii. pressure to deliver
- iv. absence of standards of performance
- v. political issues
- vi. budget
- vii. staff shortage
- viii. key staff issues
- ix. work life balance

Other research findings were:

At the personal level, HRD could take the following form:

- i. staff development
- ii. shadowing
- iii. schooling
- iv. peering

At the organizational level:

- i. Compulsory Management Development programs
- ii. Leadership programs
- iii. Training programs
- iv. In-house programs
- v. Seminars
- vi. Graduate courses, e.g. MBA
- vii. Continuous professional Development in areas such as influencing skills, further development, work life balance, stress management, communication and customer care.

At the Corporate level there must be:

- i. Clarity of goals, targets, procedure
- ii. Increased contacts
- iii. Communication
- iv. Feedback on performance
- v. Clear career succession plan
- vi. Commitment to development
- vii. Coherent corporate approach
- viii. Strategy for management development
- ix. HR specialization
- x. Encouragement and support
- xi. Consensus
- xii. Peer review plan

Informal Approaches:

- i. Action learning
- ii. Internal knowledge sharing
- iii. Mentoring
- iv. Coaching
- v. Shadowing
- vi. Networking
- vii. Secondments

Individual Specific Approaches

- i. Career plans
- ii. Bespoke training

Concluding remarks:

- i. Emphasize the self awareness so that people can take responsibility for their own self-development.
- ii. Influencing skills are the essence of leadership. Leaders are expected to engage others to achieve desired results.
- iii. Leadership is about knowing, doing and being. The latter being the most fundamental and cannot be taught in class but has to be experienced.
- iv. Most leaders begin as workers. They have to play the leadership role without preparation. Their transition to leadership has to be facilitated.
- v. Each manager is unique, has to be consulted to determine his training needs.

vi. HR managers have to move from being trainers to facilitators.

In the second paper **Mr. Joseph Dada** examined the fractious relationships between bureaucratic and political leadership being either complicit (both being responsible for bad governance) or adversarial (i.e in competition) or a partnership.

The speaker noted that there were all indications of governance failures as shown by the still unacceptably high levels of poverty.

The following were some of the speaker's research findings

- i. Perceptions of political leadership by bureaucratic leadership. Political leadership did not score highly in: vision, integrity, proactiveness, ethics, goal getting, equity, team-building.
- ii. The sources of conflict between the political and bureaucratic groups were policy differences and resource allocation.
- iii. Bureaucratic leadership saw political leadership as autocratic and less democratic.
- iv. Political leadership was seen as weak in the following: vision, transparency, ethics, goal orientation, team building.
- v. Some sections of governments though were seen as visionary, honest, having political initiative, team work, unified, transparent, accountable, assertive.
- vi. The following could improve the perceptions: dialogue, restrained political interference, better understanding of each other's roles, respect, meritocracy, communication and effective leadership.
- vii. The following could improve political leadership's effectiveness and overall standing: electoral reforms, legitimacy of political leadership, change, credible opposition, checks and balances, background checks.
- viii. Other recommendations: capacity building, partnerships, tapping NGOs and CBOs, the diaspora, peer review, leadership transformation, transparency and accountability.

Discussion and Recommendations

Following the presentations participants internalized the contributions with most of them finding similarities between the findings in the UK study and their work situations. There were questions raised concerning the appropriateness of using mentoring as a tool for development of juniors in African public services. Questions were raised especially on having women mentored by men.

PLENARY SESSION: 9

Improving Effectiveness of Leaders

- Session Chair:** Mr. Philemon Luhanjo, Chief Secretary, President's Office, Secretary to the Cabinet and Head of Public Service, Tanzania
- Presenters:** **Dr. Margaret Kobia**, Director and Chief Executive Kenya Institute of Administration (KIA)
Prof. John Forje, Department of Political Science University of Yaoundé II, Cameroon
- Rapporteurs:** Ms Winnie Stewart
Ms Eliane Bhembe

Presentations

The ninth plenary session featured two presentations. The first by Dr Margaret Kobia, entitled **Promoting Gender Equality for Improving Leadership Quality and Effectiveness**. The second paper presented by Prof. John Forje, was entitled **The Challenges of Political Leadership and Bureaucratic Authority in Transitional Polities in Africa: Experience from Cameroon**.

In the first paper, the presenter, in her introductory remarks, noted that the subject of gender and development has been received with mixed feelings in Africa as it touches on deep-rooted, historical, cultural values, practices of institutions that have, for a long time, been held with high esteem. The presenter further indicates that gender cultural attitudes and religious interpretation tend to promote gender discrimination. And she also observed that this tends to limit women's choice in shaping their destiny both in political and managerial leadership.

Dr. Margaret Kobia stated that the purpose of the paper was to report the findings of a survey study carried out on strategies used by senior women officers (deputy directors and above in Kenya) in dealing with job-related and career progression at their work place.

The presenter went on to discuss the findings which revealed that personal factors such as the desire and determination to succeed, commitment to the job were critical in driving women towards success.

She observed that work environmental factors that were cited as being supportive to career progression included perceived supervisor support, opportunity for training and availability of vacancies.

The presenter went further to state that coping strategies used by senior women managers to deal with leadership challenges included the sharing of experiences with family and friends,

having a religious group, networking with other senior women, using the authoritarian management style and bringing the concerns to the attention of the top management.

The paper concluded by advancing the view that understanding inherited strategies used by senior women officers may provide practical ways through which women can succeed in climbing and retaining top positions in their organizations.

Based on the findings and conclusions of the study, she then put forward recommendations for enhancing the chances for women advancement into decision making positions in order to improve leadership quality and effectiveness:

- i. In an effort to mainstream gender concerns in the line ministries, government has established gender focal points that will serve as catalysts for gender responsive planning, programming and to ensure that gender concerns are incorporated into sectors, policies, projects and activities. She further recommended that there was a need for these focal points to conduct studies on what has been achieved so far. Findings of such studies would inform policy while setting out a framework that would ensure that affirmative action is implemented.
- ii. The study of gender is a new field that is learned as we go along. Making gender strategic intervention policy requires data available as conveyed to the units of strategic information and knowledge before the intervention starts.
- iii. Monitoring and evaluation of progress made towards gender equity is weak. Hence, monitoring and evaluation would assess the degree of compliance with the Presidential directive (affirmative action), discover unintended consequences of programmes and policies, identify implementation obstacles and allocate sources of responsibility for departure of policies.

Discussion and Recommendations

- i. One participant wanted to know whether or not there was a specific time frame and target for implementing the 30% for the appointment of women in the Public Sector.
- ii. The participant further wanted to know if there was a programme in place for the development of the girl child. She wanted to know why there was a large number of girls drop out at school.
- iii. How could we overcome the different roles of women that hinder them to progress?
- iv. A lady participant wanted to know why women were their own enemies, they undermine each other and they are poor leaders. Does it go back to their culture and mindsets? What is the strategy that could be put in place in order to address these scenarios?
- v. Are women given what they want? In leadership, followers must give the mandate. Why do women elect others when given an opportunity?

Prof. John Forje, stated that the issue of leadership is a worldwide problem but is more acute in transitional polities, Africa in particular, with Cameroon having a special place. He noted that the absence of a democratic developmental state can be attributed to the kind of leadership practiced in a country. The presenter observed that where quality leadership exists, political leadership looms highest in the minds of many for a number of very important reasons, namely that of shaping the national vision and overseeing priority strategic policies for change and development for the common good.

Referring to Cameroon, the presenter pointed out that one could demonstrate that a country can undergo fundamental transformation process within a relatively short period of time if quality and visionary leadership exists and especially, when such political leadership is strong, dedicated and backed by high performing managerial and bureaucratic structure capable of articulating and aggregating effective quality service delivery to the people. The presenter observed that Cameroon has been a success story within the Central African Sub-Region. The presenter asked the following questions: what lies behind this? What factors impede further success? He noted that it is believed that "leadership is a cause; everything else is effect." How does this relate to the Cameroon situation? What lessons can other nations draw from the Cameroon experience?

The paper further penetrates into issues of democratic governance being fundamental as this advertently or inadvertently promotes or undermines effective and complementary roles of political and managerial leadership. The presenter identified a number of leadership secrets and how the principles of leadership can be applied to ensure sustainable change and development.

His conclusion builds on the fact that the kind of leadership to propel Cameroon or most African countries from the state of underdevelopment to a developed polity must be quantitatively different from what currently exists. He recommended that proactive strategic policy measures are a better way forward to advancement.

Discussion and Recommendations

- i. Dr. Forje was thanked for reminding the delegates about the Mellenium Development Goals (MDGs) and how vital it was for women to play their role towards the achievement of the MDGs.
- ii. Yet another participant said it looked like the community was very much docile in Cameroon and yet the public is a master. The participant went on to say that maybe the community was not aware that they were the masters. This was a challenge for the delegates to go back to their countries educate the public to make them aware that they should not be begging for services in the public sector.
- iii. A participant sympathized with Dr. Forje's situation in Cameroon which he said was unfortunate that the public sector in Cameroon was passive. He said Dr. Forje should

not despair because all African countries have been there before but they have managed to get out of the situation. He reckoned that one day it will be history for Cameroon as well.

- iv. The participant further said that seeing that Cameroonians are passionate about football why then not use the football window to unite them by bringing the Francophone and the Anglophone together. Cameroon is a star in football, he advised them to use that as way of attracting investors.
- v. One participant observed that there was a problem with our colonial masters. They have a tendency of coming from the front door for the country's development and coming in at the back door to bring in guns for people to fight their own brothers. This was their strategy to come back and reap the mineral resources as has been the case in the past.
- vi. The session was concluded by saying that the big challenge is, that we all belong to Africa and Cameroon as an African state. We should pray for Cameroon just like the women who have been praying for their position of low status in the society. Women must have a positive attitude of struggling for what they want, they should not be given what they want but should struggle to get it.

PLENARY SESSION 10

Case Studies

Session Chair: Mr. Titus J.K. Gateere, Chairman, Public Service Commission of Kenya

Presenters: **Mr. Nura Mohamed**, Lecturer
Kenya Institute of Administration (KIA)
Dr. Honest P. Ngowi, Department of Economics
Mzumbe University, Morogoro, Tanzania
Prof. Malcolm Wallis, Durban University of Technology
South Africa
Dr. Mogopodi Lekorwe and **Dr. Nick Waterman**

Rapporteurs: Mr. Nhlanhla Nxumalo
Mr. Eric Mkhonza

Presentations

The tenth Plenary Session featured three presentations. The first presentation by Mr. Nura Mohamed was entitled **Transforming Organizations through Shared Leadership: Learning to Share the Vision: A Case of Kenya Public Service**. The second by Dr. Honest P. Ngowi entitled **Economic Development and Change in Tanzania since Independence: The Political Leadership Factor**. The third paper was by Prof. Malcolm Wallis entitled

Reflections on Political Leadership and the HIV/AIDS Pandemic: Four Cases from Africa.

The first presenter **Mr. Nura Mohamed**, started by giving a definition of leadership, highlighting that leadership inspired people by giving them a clear vision and direction. He continued to discuss three leadership dispensations in the case of Kenya namely that of the first president, President Kenyatta, President Moi and the current President Kibaki.

He asserted that the Kenyatta regime in the 1960s and '70s exercised bureaucratic leadership characterized by active interactions between the president and the bureaucrats. The president was very supportive of the heads of different government departments and delegated a lot of authority to them. The system was effective and it contributed significantly to the economic growth of the country which recorded a growth rate of 6%. The presenter stated that the lessons learnt from this experience were that bureaucrats were given responsibilities to achieve results which depicted the strength of shared leadership.

Secondly, the Moi era which at some point experienced a failed coup attempt was characterized by a change in bureaucratic relationships from the last regime. It was reported that the regime neither had a clearly defined vision nor direction; policy was imposed by donors and the government implemented a number of ineffective policies. As a result, the economy was negatively affected and characterized by increased poverty, poor government performance, nearly zero economic growth and the adoption of structural adjustment programmes.

Thirdly, the Kibaki government (2002 – 2007), focused on correcting the mistakes of the previous regime by creating clear visions and missions that guided the long-term direction of the people of Kenya. In addition, this regime focused on good governance including improving service delivery, transparency, teamwork, consultation, and accountability. The presenter observed that Kibaki's hands-off policy approach ensured that those who were in charge of different sectors and departments were free to do their work without interference. The public management system was holistic, strategic and systematic. As a result public service delivery was improved significantly with remarkable increases in revenue collection which was bolstered by pragmatic policies including the performance based pay policy. As a result, a comment was made to the effect that Kenyan civil servants would approach authorities seeking for jobs to be done in periods where they would find themselves with nothing to do, a rare experience especially in African civil services. All these achievements were enshrined in the Kenyan public service vision 2030.

In concluding his presentation, the presenter noted that leadership was a choice for change. He further noted that Kenya was at an advanced stage in practicing shared leadership for change. His last comment was an assertion that African bureaucrats should take it upon themselves to 'aspire to inspire before they expire'.

The second presenter, **Dr. Honest P. Ngowi**, made a critical examination of the contribution of political leadership in the economic development and change of Tanzania since independence. He divided the country's economic development into three discrete time periods. He referred to the first period as the time from independence to 1967; the second was from the 1967 Arusha declaration to the mid 1980s and the third was from the mid-1980s reforms to the present period (2007). The presenter identified some outstanding general economic developments and change in each period. He attributed the extent of the developments and change in each period to the political leadership of the time in each case.

The presentation unveiled that the economic developments and change in Tanzania could be highly attributed to political leadership. It further noted that contrary to the orthodox understanding and narrow scope of some analyses, both the political leadership of the day and that of the past were found to be responsible for economic developments and change in a particular epoch. Of interest, the paper noted, was the realization that political leadership outside Tanzania, especially among its neighbours, trade partners and the donor community, had a far-reaching impact on the country's economic development and change.

The author concluded that political leadership was an important factor in a country's development and change. He recommended that policy and decision makers should facilitate a process where adequate political leadership for good development and change was established, improved and maintained. Recommendations for further studies included the need to review the paper over time and conduct similar research in other countries for the purpose of, inter-alia, comparisons and learning lessons.

The third presenter, **Prof. Malcolm Wallis**, based his paper on a study of HIV and AIDS policy making processes especially as it pertained to Africa and the Southern part of the continent in particular. The presenter observed that in all HIV/AIDS literature reviewed, very little reference was made to the political factor, yet political leadership embraces the policy making function. The presenter asserted that political leadership was key in combating the pandemic and that African leaders had approached the war against HIV/AIDS in different and contrasting ways. He however noted that political will was not adequate on its own but a pluralistic approach was a winner. In this regard, the paper studied and analyzed four countries in East and Southern Africa namely; South Africa, Uganda, Lesotho and Botswana.

South Africa

With regard to HIV/AIDS the South African leadership approach was characterized by conflict, political uncertainty, controversy and uncertainty which grossly retarded the country's progress in fighting the HIV scourge. The struggle against the pandemic was in progress and a lot of policy interventions and other initiatives were being undertaken to win the war against the HIV scourge.

Uganda

This country's approach, it was observed, was different in that there was strong political commitment and support and administrators were fully involved in campaigns for behaviour change. The leadership encouraged the involvement of all the sectors in that country and the nation, to a large extent prevailed and the HIV prevalence situation was reversed significantly.

Lesotho

The presenter noted that the political conflict, lack of legitimacy and corruption in this country created a policy vacuum that was penetrated by external policy actors. In the meantime these factors negatively impacted on public policy-making including those related to HIV/AIDS. In spite of the political situation, the country was reported to have undertaken a number of activities to fight the scourge.

Botswana

It was reported that in this country there was a strong political commitment in spite of being one of the most infected and affected countries in Southern Africa. The presenter cited the President in year 2000 as saying “..Botswana was threatened with extinction. People are dying in chilling high numbers. It is a crisis of the first magnitude”. Following the commitment of political leadership, the country was able to attract massive donor funding. While the country had not yet prevailed over the virus, the efforts of the political leadership had made a remarkable difference as observed by the presenter.

In light of the foregoing analysis, the presenter drew five concluding observations:

First, he asserted that in most contexts, policy studies needed to include attention being given to the political dimension.

Second, he noted that even where political commitment or democratic institutions could be safely described as strong, there was no guarantee of successful intervention. It further noted that at any given time, political leaders may be committed but will not necessarily have effective strategies in place.

Third, he observed that political leadership did not exist in a vacuum but had to be interpreted in the light of the relevant government agencies such as the Health Ministry, other political leaders and civil society.

Fourth, it was noted that any study of the pandemic had to include numerous variables such as socio-economic status, especially poverty, and nutrition.

Fifth, the paper stated that the study of political leaders and HIV/AIDS needed to be seen in the context of other competing demands such as unemployment and security. He noted that these issues could have a swamping effect in which the pandemic, for all its extraordinary importance, could become marginalized.

He concluded that the study revealed that there was no strong relationship between democracy and success in the fight against HIV/AIDS, instead a multi-sectoral approach including civil society, pressure groups, and the donor community were critical factors in controlling the pandemic in Africa.

Discussion and Recommendations

One participant commented that Africa was not homogeneous and thus it would be folly to be judgmental of other states and offer a one-size-fit-all solution to Africa's problems. The speaker thanked Tanzania and the other frontline states for sacrificing their economic progress for the sake of their sister countries in the sub-region.

Another speaker wanted to know how Kenya managed to reduce corruption. The response was that Kenya had not won the battle against corruption but that they implemented various strategies including a prudent financial management system. The financial system involved steps like abolishing of supplementary budgets to control government spending. The presenter elaborated and stated that the secret of success lied in strong political support, visionary leadership, learning from past mistakes and also learning from other states.

Another concern was raised in relation to the ongoing call for trade liberalization. The question was, 'when and how would one tell it was time to liberalize'. The presenter responded by stating that countries should contextualize issues and wait for a conducive environment. He cautioned against taking action and acting because others had done so.

Participants wondered whether HIV/AIDS was a medical or a leadership problem and after discussion there was consensus that the pandemic was primarily a medical condition but required strong and committed leadership to redress hence the importance of a pluralistic approach in solving it.

Second, he noted that even where political commitment or democratic institutions could be solidly described as strong, there was no guarantee of successful intervention. It further noted that at any given time, political leaders may be committed but will not necessarily have effective strategies in place.

Third, he observed that political leadership did not exist in a vacuum but had to be interwoven in the right of the relevant government agencies such as the Health Ministry, other political leaders and civil society.

Fourth, it was noted that any study of the pandemic had to include numerous variables such as socio-economic status, especially poverty, and education.

Fifth, the paper stated that the study of political leaders and HIV/AIDS needed to be seen in the context of other competing demands such as unemployment and security. He noted that these issues could have a swamping effect in which the pandemic, for all its enormity, would become marginalized.

Chapter 4

Conclusion

Group Discussions/Reports

On the third day of the conference, delegates organized themselves into three groups for the purpose of holding in-depth discussions on the various crucial issues that had emerged from the previous plenary sessions. The topics addressed by the groups and their findings and recommendations are presented in this chapter.

GROUP 1

TOPIC 1: **Factors that have caused Leadership crisis in Africa**

- i. Structural problems, which African governments inherited from their colonial masters, such as infrastructure like building of railways and transport systems.
- ii. African economic structures still serve as conveyor belts for transporting resources from Africa to boost the economy of the colonial masters. On the same point the institutions of governance such as chiefdoms were inherited from the colonial administration which are still in existence.
- iii. The education and governance systems were inherited from the colonial administrators. As they are, the systems have no bearing in the elimination of poverty and other social vices, hence creating a crisis in African leadership.
- iv. The IMF and the World Bank continue to dictate economic conditions in Africa resulting in most African governments not serving the people they govern but servicing the debts they obtained from these institutions.

Causes for leadership crisis in Africa were identified as follows:

- i. Most African leaders fail to plan and implement succession management plans, such that when one leader vacates office it becomes difficult to find a successor.
- ii. Greed, most African leaders have a tendency to divert local resources into their own bank accounts locally and internationally.
- iii. Failure to mobilize the people to engage in development of indigenous policies, instead leaders impose policies which have been copied from the developed world which are not adaptable to local people.
- iv. Lack of visionary leaders and neglecting indigenous production systems as well as local intellectuals.

- v. Inadequate formal education amongst African leaders to help them understand the issues of governance, i.e accountability and management.

Conclusion

The group unanimously agreed that while the leadership crisis can be traced to the colonial legacy, most of it is attributed to Africa's own mismanagement. The mismanagement has resulted in increased poverty, diseases, hunger, corruption and discontent amongst African people.

TOPIC II: **Is training of political leaders advisable in Africa?**

The group took the view that training of politicians in leadership is desirable. The following steps and measures could be taken:

Possible Approaches

- i. Induction, when they are elected they should be trained in government policies and procedures.
- ii. Use top civil servants such as Principal Secretaries to train the new political leaders.
- iii. In training politicians there is need to engage both academics and bureaucrats so that they do not treat each other with suspicions as is presently the case.
- iv. Engage in bench marking, such as inviting Ministers and their Deputies to forums so that they can learn from each other within the African Diaspora.
- v. Develop curricular in schools that will include the aspects of leadership training which will cover qualities of good leadership.
- vi. Introduce a monitoring and evaluation system on all training that has been conducted on leadership at both political and government level.
- vii. Develop tailor-made leadership development programs for the politicians.

Why is it impossible?

- i. Most leaders do not understand their roles because of high level of illiteracy amongst some of them.
- ii. Since most leaders do not have the requisite minimum level of literacy it is therefore difficult to train them.

Recommendation

- i. Immediately a leader is sworn in he/she should be inducted on government policies and procedures.

GROUP 2

TOPIC 1: **Political and Administrative Interface – Sharing Expectations on Finding Synergies and Missing Conflicts**

Issues

- i. Ministers are appointed without adequate induction.
- ii. There is conflict between politicians and bureaucrats in most public services which results in unnecessary tensions and poor service delivery.

Recommendations

- i. The training/induction of Ministers should also tackle the mindset of both politicians and administrators to minimize conflict.
- ii. There should be annual Cabinet reviews and retreats that would include politicians and Principal Secretaries preferably presided over by the Head of State to enhance teamwork and appreciation of the roles of the participants.
- iii. Principal Secretaries and their technical teams should know and recognize the Ministers and Political Head and own the budget for the Ministry.
- iv. The Minister must be in full knowledge of all resources that are allocated to the Ministry and how they are utilized through expenditure proposals and accountability.
- v. Instructions from the Ministers to the Principal Secretaries must always be in writing especially when the instructions are outside of normal procedure and the law.
- vi. Principal Secretaries should be employed on a contract basis to avoid the “permanent” syndrome.
- vii. Principal Secretaries should be career civil servants but should change from business as usual to private oriented management/results oriented management style. Should Government decide to recruit Principal Secretaries from the Private Sector in order to inject the business-like oriented management, these should be subjected to the normal recruitment processes of the public services commission.

TOPIC II: **Partnerships: The role of central leadership**

Issues

- i. Most African countries are accused of poor service delivery characterized by highly centralized systems and a weak private/public partnership.
- ii. The private sectors in Africa are mostly in their infancy stage and they need to be nurtured and supported.
- iii. Government rules and regulations are not investor friendly and thus create a climate not conducive for private sector development.

- vi. Some public sector organizations still depend on external HR Consultants.

Recommendations

It is recommended that the core group that developed the IPMA-HR Africa proposal, facilitates a network of working groups and other HRM Experts in existing organizations and network of exchange of ideas on the professionalization of the HRM in the region.

In its pursuit of professionalization of HRM, the members of the network will have to seek to define the mandate of HRM in the form of well defined HRM roles as well as constituted professional HRM body for Africa.

It is recommended that the following points would have to be considered by the network:

- i. Recognition of the HR function as a strategic function
- ii. Determination of HRM standards including the accreditation of the HRM practitioners, training components and codification of HRM ethics.
- iii. Definition of the roles of the HRM functions.
- iv. Determination of institutional and individual HRM gaps.
- v. Capacity building for local HRM associations, institutions and experts.
- vi. The regulation of HRM practice through legislation.
- vii. Best practice in the strategic professional networks.

Annex I

Conference Communique

Overview

The 29th Roundtable Conference of the **African Association for Public Administration and Management (AAPAM)** was hosted by the Government of the Royal Kingdom of Swaziland. It was organized by AAPAM in conjunction with the Swaziland National Organizing Committee (NOC). Three hundred and twenty (320) delegates from twenty one (21) countries participated in the Roundtable. They included Cabinet Ministers, Heads of Public Services and Secretaries to Cabinet, Permanent/Principal Secretaries and other high ranking Government Officials, Chairpersons and Commissioners of Public Service Commissions and other appointing Commissions, Heads of Management Development Institutes, representatives of Statutory Institutions and international organizations as well as renowned scholars and academics. The countries represented at the Roundtable included Botswana, Cameroon, Canada, Ghana, The Gambia, Kenya, Lesotho, Namibia, Nigeria, Mozambique, Malawi, Mauritius, Seychelles, South Africa, Sierra Leone, Swaziland, Tanzania, United Kingdom, Uganda, Zambia and Zimbabwe. International organizations and AAPAM development partners represented at the Roundtable included the United Nations Department of Economic and Social Affairs (UNDESA), the Institute of Public Administration of Canada (IPAC), and the Commonwealth Secretariat, London.

The 29th Roundtable was a continuation of the tradition dating back to 1978 of holding AAPAM Annual conferences in different member countries with each conference addressing issues of contemporary relevance and concern based on the experiences of policy makers, senior public officials, corporate and civic leaders, and renowned public administration and management scholars. The Conference also strengthened the AAPAM Young Professionals Programme which was started in 2005, of involving young public servants in the African Public Services in the conference deliberations as a way of promoting their professional development through inter-generational knowledge transfer and the sharing of learning experiences.

A new AAPAM initiative was launched at the Conference whereby organizations in member countries submitted reports on innovations related to improving service delivery and organizational performance in the public sector. The innovations were subjected to a review by a Jury appointed by the AAPAM Executive Committee which, through a rigorous process of evaluations and interviews, selected the winners. The best three finalists received the

AAPAM Award trophies for Innovative Management of Gold, Silver and Bronze categories while two other finalists were presented with glass trophies in recognition of their initiatives in creating innovations in their organizations.

Yet in another high profile innovative initiative, the first AAPAM Gold Medal was awarded to Professor Adebayo Adedeji in recognition of his exemplary leadership in Public Administration and Development Management in Africa. The details of this prestigious award shall be included in the main Conference Report.

The 29th AAPAM Roundtable Conference was held over five days at the Royal Swazi Sun Convention Centre in Ezulwini Valley, Mbabane from 3rd to 7th September, 2007. The theme of the Conference was **Political and Managerial Leadership for Change and Development in Africa** whose specific objectives were to:

- i. Appraise delegates with recent scholarship and key elements in leadership effectiveness;
- ii. Examine the relative and complementary roles of the political and bureaucratic/managerial leadership in nation building;
- iii. Examine the lessons presented by countries that have undertaken major positive change towards development in recent times, both in Africa and elsewhere, and the role played by leadership in these changes;
- iv. Provide a platform for the exchange of views between invited political and senior public sector managers in Africa;
- v. Examine best practices as well as lessons learnt from cases of failed political and managerial leadership;
- vi. Discuss a possible agenda for improving leadership quality and effectiveness, including enhanced elected-bureaucratic leadership interface; and
- vii. Explore ways of strengthening leadership capacity development in the African public services.

The Roundtable was organized around five sub-themes namely:

- i. Leading issues in Political and Bureaucratic leadership and their roles in change management at both institutional and national development levels.
- ii. Overview of the experience of the role of leadership in Newly Industrialized Countries (NIC) and Emergent African Countries.
- iii. The practice of political and bureaucratic leadership in Africa.
- iv. Lessons and country experiences.
- v. Agenda for improving leadership quality and effectiveness.

Official Opening

The Conference was officially opened by His Excellency Absalom Themba Dlamini, the Rt. Hon. Prime Minister of the Royal Kingdom of Swaziland. The opening ceremony was also graced by other dignitaries, including Hon. Sgayoyo C. Magongo, Minister of Public Service and Information, Mr. Sandile B. Ceko, Secretary to Cabinet and Head of the Public Service and who was the Chief Host; Ms. Ann Masson, Director, International Programmes, Institute of Public Administration of Canada (IPAC); Dr. John-Mary Kauzya, Chief of Branch, Governance and Public Administration, United Nations Department of Economic and Social Affairs (UNDESA), New York; Mrs Oluwatoyin A. Job, Adviser (West Africa) who represented the Director, Governance and Institutional Development Division (GIDD) of the Commonwealth Secretariat, London and Mr. John Mitala, President of AAPAM, Secretary to Cabinet and Head of Public Service, Republic of Uganda.

At the beginning of the opening ceremony, messages of solidarity were received from AAPAM Development Partners and were delivered by the following:

- (i) Ms. Ann Masson, Institute of Public Administration of Canada, IPAC
- (ii) Mrs Oluwatoyin A. Job, Commonwealth Secretariat, London
- (iii) Dr. John-Mary Kauzya, United Nations Department of Economic and Social Affairs (UNDESA), New York.

The Chief Host, Mr. Sandile Ceko, Secretary to Cabinet and Head of Public Service, welcomed AAPAM to the Royal Kingdom of Swaziland. He noted that Swaziland last hosted the AAPAM Roundtable in 1991 under the theme, **Ethics and Accountability in the African Public Services**. He noted further that, over time, the Roundtable Conferences have resumed to attract increasingly the Heads of Public Services as was the case in the early days of AAPAM. He appreciated the fact that this time around many Heads of Public Services, Chairpersons of Public Service Commissions and other appointing Commissions, Permanent/Principal Secretaries and high ranking Government officials from all over Africa were in attendance at the Roundtable.

Mr. John Mitala, President of AAPAM and Head of Public Service and Secretary to Cabinet, Uganda thanked the Government of the Royal Kingdom of Swaziland for hosting the 29th AAPAM Roundtable Conference and the Rt. Hon. Prime Minister for agreeing to officially open the conference. In addition, he thanked the AAPAM development partners and the African Governments for various contributions, material and financial support extended to AAPAM over time which have strengthened the Association and made it possible for it to implement its programmes.

The Minister for Public Service and Information, Government of the Royal Kingdom of Swaziland, Hon. S.C. Magongo, also made some welcoming remarks and reminded par-

ticipants that during the video communication that he made to participants at the Arusha Roundtable Conference on 8th December 2006, he promised that if they came to Swaziland they would “taste” the best of the country. Now that they were in the country he reaffirmed what he had promised. He then invited the Guest of Honour to give his address and open the conference.

In his opening speech, the Prime Minister expressed his pleasure to have been given the honor and privilege of officiating at the opening of the important AAPAM annual event. He also thanked AAPAM for giving the Royal Kingdom of Swaziland a second opportunity to host the Roundtable Conference, having hosted it once in 1991.

The Prime Minister noted that Africa faced major developmental challenges. The most prominent of these included extreme poverty and hunger, low levels of basic education for the population, high infant, child and maternal mortality, gender inequality and HIV/AIDS pandemic.

For Africa to address these challenges successfully would require strong leadership at both the political and managerial levels.

He applauded AAPAM for its contribution in addressing these challenges over a period of more than thirty years since it was founded and urged the Association to continue those efforts. In this connection he commended the timely decision by the AAPAM leadership to devote this year's Roundtable Conference on the theme: **Political and Managerial Leadership for Change and Development in Africa**. The Prime Minister urged participants to explore key elements of effective leadership at both the political and managerial level and how these have been harnessed in other parts of the world to make them contribute to accelerated and positive change and development.

Conference Discussions

Following the official opening, the Roundtable proceeded to hold the first plenary session at which Her Excellency the Honourable Deputy Prime Minister, Ms. Constance Simelane, gave a Keynote Address which generated a lot of interesting discussions.

Subsequently, nine other plenary sessions were held during the week at which papers were presented by public administration practitioners, academics and researchers. All presentations were followed by serious discussions and debates.

In addition to the ten plenary sessions, participants were given an opportunity to hold more in-depth discussions on aspects of the main theme in Working Group sessions. The AAPAM Young Professionals also held separate in-depth discussions pertaining to their areas of concern and the experiences that they were deriving from the conference.

The Reports emanating from the discussions of the three Working Groups and the meetings of the Young Professionals were presented to and deliberated upon by the delegates at a plenary during the last day of the conference.

Conclusions and Recommendations

The main Conclusions and Recommendations arising out of the group work as well as the final deliberations in the plenary were as follows:

1. The conference noted that Africa continues to face a leadership crisis, which to a significant extent was responsible for the persistence of the present day underdevelopment and backwardness in the continent as compared to countries elsewhere in Asia and Latin America that were at the same level of development at the time many countries in Africa attained independence. To move forward, therefore, efforts should be directed towards improving leadership capacities at both the political and managerial levels.
2. While the Leadership crisis in Africa may historically be blamed on colonialism and the unwillingness of the colonial regimes to develop leadership among the colonized people both at political and managerial levels, the situation has been made worse by the inadequate attention that has been given to leadership development since independence. This is particularly so with regard to the lack of training of political leaders.
3. On the training of political leaders, the conference noted that this should be given top priority and resources made available for that purpose. The conference was made aware of the fact that some countries had, over the last ten years, instituted measures for training politicians in leadership skills to develop their capacities, especially following the installation of new governments. The Leadership Training Programmes at the Ghana Institute of Management and Public Administration (GIMPA) and the Civil Service Colleges that exist in some countries were especially mentioned. These efforts need to be reinforced.
4. The conference noted that in many countries, the relations between the political and administrative leadership tend to be conflictual and tense. As a result, the policy-making and policy-implementation processes became problematic and ineffective. The conference agreed that this state of affairs was not healthy and that both sides of the leadership divide should find ways of minimizing such conflicts.
5. The conference noted that the human resource management functions continued to be taken as clerical/operational functions in the public services. This tends to downplay the critical strategic role which the human resource play in organizational performance. There is need for countries to accord this function a higher status and develop some specific training for the cadres responsible for this function. In that regard the conference commended the efforts that were being spearheaded by the United Nations to launch an initiative for strengthening and professionalizing the management of the Human Resource function in governments. This initiative should be encour-

Annex II

Report of the AAPAM Young Professionals

For the third year in a row AAPAM invited and facilitated Young Professionals (recently recruited public servants or students of public administration at higher institutes of administration) to attend the AAPAM Roundtable Conference. This category of delegates first attended the 27th Roundtable Conference in Livingstone, Zambia in December 2005. In addition to their attending the regular conference activities they were also given an opportunity to meet and discuss issues pertaining to themselves. Below is their report.

Appreciation

- i. We the Young Professionals (YPs) wish to appreciate the Commonwealth Secretariat, AAPAM, our Governments and Institutions that have funded and granted us permission to attend the 29th AAPAM RT Conference in Mbabane, Swaziland. We are grateful to the AAPAM Executive for the due recognition awarded to the YPs emanating from the recommendations made in Arusha, Tanzania during the 28th AAPAM Roundtable Conference.
- ii. We are grateful to the delegates for the information, communication and knowledge sharing especially on the critical subject of Political and Managerial Leadership for Change and Development in Africa. As leaders of tomorrow, we have been given an opportunity to become professionally nurtured and our knowledge-base and appreciation of leadership has been enhanced.
- iii. We wish to express our hearty thanks to the people of the Royal Kingdom of Swaziland for the warm welcome and hospitality especially the exposure to their rich culture through the Umhlanga Dance (Reed Dance) and the various related activities.

Our Expectations from the 29th Round Table Conference included:

- i. Exploring the key elements of effective leadership.
- ii. Finding out if and how they are being practiced in other regions and emerging economies in Africa.

- iii. Establishing ways that leadership at both the political and bureaucratic levels could be enhanced to accelerate positive change in Africa.

Exploring the Key Elements of Effective Leadership

- i. The YP appreciate the fact that the conference presentations and deliberations have been very comprehensive in terms of imparting a thorough understanding of the concept of effective leadership and its key elements. For example the presentations on strengthening leadership capacity during Plenary 7 satisfied these expectations.

Finding out if and how they are being practiced in other regions and emerging economies in Africa.

- i. Whereas the YPs hold the view that this expectation was not fully met, the presentations on Public Service delivery: Challenges to leadership and the overview of the role of leadership in the development of the Asian NICs and lessons for Africa excellently addressed it.
- ii. It is our general view that at future conferences, presenters should share practical experiences relating to the themes being discussed to enable delegates to learn better and benchmark from best practices.

Establishing ways that leadership at both the political and bureaucratic levels could be enhanced to accelerate positive change in Africa.

- i. The YPs are of the view that this expectation was not achieved. The conference focused more on analyzing the problem and less emphasis was laid on addressing those problems through pragmatic workable solutions. For instance, papers could have been prepared jointly by academicians and practitioners so that due consideration is given to the practical difficulties that are often encountered while attempting to implement theoretical guiding leadership principles.

Institutionalizing AAPAM YP Network

- i. Following the two previous conferences, one main issue emerged from the YP discussions – membership retention and development through sustained continuity of interaction among the YPs.
- ii. The YPs have resolved to institutionalize the YP Network for recognition as a sub-structure of AAPAM in order to streamline their operations and to ensure membership retention and sustained interaction.
- iii. We appreciate and humbly request for the continuity and support of the AAPAM Executive, CFTC, IPAC, the various national governments and other institutions as we pursue this endeavour.

General Remarks

- i. Strengthening AAPAM National Chapters – The Executive of AAPAM could look into the possibility of strengthening the national chapters so as to provide a forum for membership recruitment and integration of more YPs into AAPAM.
- ii. Outlining deliverables – in order to be more result-oriented, AAPAM could specify the deliverables in an Action Plan which can be reviewed through Progress Reports, at the next conference.
- iii. Optimum uses of ICTs – A number of delegates had hiccups with their travel arrangements. In addition the packaging of the presentations was done in mostly hard copy format. Mindful of the digital opportunities available, future conference organizers and participants could consider being in constant electronic communication with all stakeholders to avoid inconveniences. Additionally packaging of the conference presentations could be in both soft and hard copies for portability and storage purposes among other factors.

Conclusion

- i. In conclusion, in order to enhance political and managerial leadership for change and development in Africa we as the YPs need the support of AAPAM and AAPAM needs our support.
- ii. Let's celebrate diversity before we make diversity an issue!

Annex III

Speeches

Opening Ceremony

Message of Solidarity delivered on behalf of the Institute of Public Administration of Canada (IPAC)

Ms. Ann Mason

Director, International Programme, IPAC

- Your Royal Highness,
- His Excellency, Right Honourable Prime Minister,
- Ministers of the Crown,
- AAPAM President Mr. John Mitala,
- Distinguished hosts and delegates,
- Colleagues and friends,

On behalf of IPAC's new President. M. Louis Borgeat and our Board of Directors, I wish to thank you for the opportunity to participate in this very relevant and timely roundtable conference.

And to thank our Swazi colleagues and the AAPAM Board and staff for their warm and efficient welcome including the spectacular reed dance this afternoon.

The conference theme, Political and managerial leadership for change and development in Africa, is also an important theme of our work in Canada, and may I suggest, worldwide.

IPAC, like AAPAM, is focussed on excellence in public administration and management.

And IPAC, like AAPAM, fosters leadership, research, innovation, celebration and continuous learning.

This week we will talk about:

- What effective and successful leaders, today and in the future, will look like;
- The skills, knowledge and attributes that successful leaders demonstrate;



- And, whether these skills, knowledge and attributes can be learned and effectively integrated into their work.

Whether we are born leaders, or whether we learn how to be effective leaders, it is evident that those of us who are here tonight are committed to continuous learning.

And it is evident that we have many outstanding scholars and leaders in this room, both politicians and public servants – who are champions and warriors as John Mary Kauzya so aptly described.

I would like to close by encouraging you to use this opportunity to:

- Ask provocative questions, and
- Share real experiences
 - Your leadership successes,
 - Your leadership challenges,
 - Your leadership lessons learned.

Message of Solidarity delivered on behalf of the Commonwealth Secretariat

Mrs Oluwatoyin A. Job

Adviser (West Africa)

Governance and Institutional Development Division

- The Master of Ceremony,
- Special Guest of Honour - Your Excellence The Rt. Hon. Prime Minister, Government of the Royal Kingdom of Swaziland,
- Honourable Ministers present,
- Mr Sandile B. Ceko – Secretary to Cabinet & Head of the Public Service of the Kingdom of Swaziland,
- AAPAM President – Mr John Mitala (Head of Public Service & Secretary to the Cabinet of Uganda Government) and the Executives of AAPAM,
- Distinguished ladies and Gentlemen,

I am very delighted to be here representing my organisation the Commonwealth Secretariat in London and most especially my Division: the Governance and Institutional Development Division.

We are very proud and grateful to be part of the long journey of AAPAM so far, and we look forward to a continuity of this relationship in terms of collaboration in our efforts to support the public administration and management of African countries.

In Commonwealth our membership is made of big and small; developed and developing countries; but we are all bound together by our common values and principles. Some of

these values and principles are good governance, democracy, human rights and dignity, gender equality, celebrating unity in diversity, more equitable sharing of the benefits of globalisation to mention just a few.

We have a number of platforms that guide the work of Commonwealth Secretariat. These are the Commonwealth Heads of Government Meeting (CHOGM) that provides the direction for the priorities of our work. By the way the 2007 GHOGM will be in Kampala Uganda from 23rd to 25th November and I think we as Africans should celebrate this opportunity. Other platforms are our different Ministerial meetings, Executive Boards of Governor etc.

The mandate of Public Sector development in Commonwealth Secretariat is delivered through my division Governance and Institutional Development Division. We work with public sector organisations throughout the world. In Africa we have platform of Heads of Commonwealth Africa Public Services, this platform also provides direction on critical priorities for us to focus on in Africa.

We work at country level, regional level and some of our works currently are:

- building the capacity of African legislative drafting in collaboration with government of Ghana through the Ghana Law School
- Collaborating with other development partners e.g. DFID to strengthen the justice system of some of countries in West Africa
- Placing experts in critical areas of need in our institutions
- Working with regional institutes to help build the capacity necessary to support public sector reforms
- Supporting the leadership of public services to be exposed to the general trends by providing opportunities to bring them together through our Pan-Commonwealth workshops
- Debt Advisers are placed in the regions to assist countries with their debt management
- Trade Advisers are placed at the disposal of countries to assist with trade negotiations, just to mention a few.

GIDD's support covers the full spectrum of Public Sector development and we work to provide assistance to countries in an integrated manner through various activities such as training workshops, stakeholders' forums, provision of experts for short and long term including use of volunteers; advisory services, consultancy and support for regional and pan-commonwealth organisations that are fostering public sector development.

Our volunteer programme which is called Commonwealth Service Abroad Programme (CSAP) invites African professionals both young and old to volunteer to use their skills to make contribution and be part of the development agenda and also see the world from other perspectives.

Before I close my speech let me congratulate APPAM Executives and the organisers of this 29th AAPAM Roundtable Conference for providing a good opportunity for networking; sharing of experiences not only for the leadership of Public Services Administration and Management but also for using the conference to bring in young professionals that we in Commonwealth Secretariat are proud to be sponsoring.

Let me use this privilege to implore our leadership of Public Administration and Management to give a chance to the young professionals by providing opportunity for them to learn from you, to be integrated into your pool of networks so as to bridge the huge gaps between you in terms of wealth of experiences. This is while GIDD is supporting this laudable initiative.

And to you the young professionals there is an adage in my culture that literally translate that 'if a young child knows how to wash his/her hands the child will eat long with adults'

With these words, on behalf of the Commonwealth Secretariat Secretary General the Rt. Hon. Don McKinnon, the Deputy Secretary-General Mr Ransford Smith and the Director of GIDD Jacqueline Wilson I wish you all a fruitful conference and thank you for giving the Commonwealth Secretariat the opportunity to be part of this AAPAM roundtable Conference.

Your Excellencies; distinguished ladies and gentlemen I thank you for your attention.

Message of Solidarity delivered, on behalf of the United Nations Department of Economic and Social Affairs (UNDESA)

Dr. John-Mary Kauzya

Chief of Governance and Public Administration Branch
Division for Public Administration and Development Management
United Nations

- The Guest of Honour,
- The President of AAPAM, Mr. John Mitala
- The AAPAM Secretary-General, Prof. Yolamu Barongo
- Your Excellencies,
- Distinguished Guests,
- Ladies and Gentlemen,

On behalf of the United Nations Department of Economic and Social Affairs (UNDESA), allow me to deliver warm greetings to AAPAM and to say that I am happy to be once again among Africa's distinguished practitioners, professionals, experts and academics of public administration. In UNDESA we now know that every time AAPAM members meet it is another opportunity to put one more brick on the growing edifice of effective public administration in Africa.

Since AAPAM became an Institutional member of the United Nations Public Administration Network (UNPAN) our collaboration has been greatly strengthened and I am sure it will grow further to sustain efforts of developing governance and public administration capacity on the continent.

AAPAM and UNDESA collaborated to enhance the substance of the Regional Forum on Re-inventing Government in Africa, which we held in Addis Ababa (Ethiopia) last year in December immediately after the AAPAM Roundtable in Arusha. The input brought by AAPAM in the Regional Forum was a great contribution. This year in June AAPAM joined UNDESA and other global partners in the Global Forum on Re-inventing Government, which took place in Vienna (Austria). The high-powered delegation from AAPAM, which included the Patron, the President, the Secretary General, and many AAPAM members added great value to the global Forum and brought African Public Administrators to the platform where global leaders exchange views about how to improve government performance. I hope AAPAM extended its network further and derived benefits from the Global Forum. I would like to take the opportunity of being before you today to thank the President of AAPAM and his Executive as well as the Secretary General for having accepted UNDESA's invitation to participate in the Global Forum on re-inventing Government. UNDESA is taking AAPAM as a valued partner on the African continent in matters of governance and public administration capacity development and we will work towards further strengthening this collaboration.

Finally allow me, on behalf of UNDESA, to thank the Government and People of the Kingdom of Swaziland for the warm welcome accorded to us and for hosting this Roundtable. I wish you and everybody fruitful deliberations.

Thank you.

Statement during the dinner marking the Official Opening of the 29th AAPAM Roundtable Conference held at Esibayeni Lodge on 3rd September 2007

Mr. Sandile B. Ceko

Secretary to Cabinet and Head of the Public Civil Service

- Your Excellency the Right Honourable Prime Minister,
- Honourable Minister's here present,
- AAPAM Patron,
- AAPAM President and Your Executive
- AAPAM Members,
- Invited Guests,
- Ladies and Gentlemen,

It is a rare privilege for me to be accorded the honour of chairing an august session as this one.

This is so special to me because today I will tell my boss – His Excellency the Right Honourable Prime Minister of this kingdom when to speak and for how long.

Your Excellency Ladies and Gentlemen,

Tonight we are assembled to witness the Official Opening of the 29th AAPAM Roundtable Conference which Swaziland is honoured to host.

Also to night ladies and gentlemen we will be witnesses to the award of the AAPAM Gold Medal to a distinguished and deserving son of Africa by His Excellency the Right Honourable Prime Minister Mr. Absalom Themba Dlamini.

Let me share with you a few thoughts about AAPAM. Those who designed this programme for this roundtable conference decided to include a history of what this organization has been occupied with since its inception. They have reflected the countries and topics which AAPAM discussed. Among these appears Swaziland and the topic **“Ethics and Accountability”** as the theme in 1991 – December. Today we are back in Swaziland on a theme **“Political and Managerial Leadership for Change and Development in Africa”**.

What an appropriate choice for this era in Africa’s development. Thanks to the AAPAM 28th Roundtable Conference delegates who adopted this theme.

As we deliberate on this theme let us remember those years when Africans joined forces to break the chains of colonialism, slavery and apartheid not long ago.

The leadership of that era could not rest until the whole continent was free.

When some shouted “freedom at last”! African visionary leaders were heard shouting from their capitals – “not yet uhuru” yes not yet until all of Africa is free.

Your Excellency Ladies and Gentlemen,

Let me conclude by asking AAPAM delegates at this 29th roundtable conference to beat the African drums loud enough so that the African spirit is awakened among the leaders of today. A spirit which will galvanize them to fight on until Africa is developed.

Leadership in all its spheres is critical for sustainable development. Political leaders must sing from the same hymn book and be guided by the same vision for our nation states and the African continent.

Your Excellency, Ladies and Gentlemen Africa needs leaders who can embrace change. Change that will move Africa from under development to development. If the Asian tigers could do it why can't we do it.

I thank you.

Statement

Mr. John Mitala

AAPAM President

Head of Public Service and Secretary to Cabinet, Uganda

- Our Guest of Honour, Your Excellency Rt. Hon. Absalom T. Dlamini, Prime Minister of the Royal Kingdom of Swaziland,
- Head of Civil Service and Secretary to Cabinet, Kingdom of Swaziland,
- Members of the Executive Committee of AAPAM,
- Our Distinguished Partners,
- Our Distinguished Delegates,
- Members of the Press,
- Ladies and Gentlemen,

On behalf of the Executive Committee of AAPAM and all the Delegates to the 29th AAPAM Roundtable Conference, I warmly welcome you your Excellency as our Guest of Honour. I thank you most sincerely for having accepted our invitation to officiate at the opening ceremony of our 29th Roundtable Conference. This is a great honour to us because you accepted to give us a portion of your precious time yet we know that time is so scarce and so precious that it is not given away so easily especially so when the person being requested to spare that time has many other important matters concerning the Kingdom and have to be attended to promptly. I extend a warm welcome to all the Delegates to this Conference. We welcome all our collaborators and partners in development present at this Conference.

As we were concluding our 28th AAPAM Roundtable Conference in Arusha, Tanzania on 8th December 2006, Mr. Cyril Kunene on behalf of the Royal Kingdom of Swaziland announced the offer by this Great Kingdom to host the 29th AAPAM Roundtable Conference. He openly stated that we were all WELCOME. We were all excited about the offer and the invitation.

Since then we have been looking forward to the day we would be in this Kingdom. Here we are and being blessed by no other person than Your Excellency Rt. Hon Prime Minister as Guest of Honour. What a blessing to our Association and to each one of us as individuals.

Your Excellency, I would like to express our deepest appreciation to you and the Government for not only having offered to host this Roundtable Conference but also for the excellent arrangements that have been put in place for us for serious work and comfort. The warmth and kindness that has been accorded to us since our arrival have made many of us feel that we are not far from home.

Our Guest of Honour, this is not the first time for this Kingdom to host an AAPAM Roundtable Conference because it did so in December 1991 under the theme, "Ethics and Accountability in African Public Services." Now that we are being hosted again is a clear testimony of the support, the Royal Kingdom of Swaziland accords to our Association.

We are grateful for the continued support our partners have accorded to our Association which support has enabled the Association to undertake a number of things. We have continued to receive support from the following:

- The Institute of Public Administration of Canada (IPAC)
- The Canadian International Development Agency (CIDA) through IPAC
- The Commonwealth Secretariat through its Governance and Institutional Development Department (GIDD)
- The United Nations Department of Economic and Social Affairs (UNDESA)
- The Africa Capacity Building Foundation (ACBF)
- The Commonwealth Association for Public Administration and Management (CAPAM)

We are very grateful for the support the various African Governments give to our Association through the Annual subventions. Since the majority of delegates to our Roundtable Conferences happen to be Government employees, we are grateful that those Governments allow them time off to attend.

We are extremely grateful for the support the Government of Kenya has continued to give to our Association by not only hosting its headquarters but also by according it other support which would have been quite expensive for the Association to meet from its meager resources.

On your behalf, I would like to thank members of the Executive Committee of AAPAM for their total commitment to serve the Association. I cannot forget to pay tribute to our Secretary General and his team for the good work. Do not only keep the standard but continue to improve because there is room to do so.

Our Guest of Honour, I have already mentioned the theme of the 13th Roundtable Conference hosted by this Kingdom in December 1991. The deliberations then were

so fundamental that a book was produced out of the same and a number of countries subsequently held local workshops based on the same theme.

As if history is almost repeating itself, this time round the Kingdom is hosting another Roundtable Conference under the theme **“POLITICAL AND MANAGERIAL LEADERSHIP FOR CHANGE AND DEVELOPMENT IN AFRICA”** which is very fundamental for all our countries as they tackle the challenges of development. Good papers have been prepared and we look forward to open and lively discussions.

Since it has always been asserted that Africa is endowed with a lot of natural resources, but remains very poor, may be it is the political and managerial leadership which has to be re-engineered for the desired change and development. If that is the case, then during these few days, we can be blunt to ours in our discussions without being rude and we may need to be daring without being reckless. I am saying so because as leaders whether politically or managerially we need to consider and understand our respective roles seriously as controllers, decision makers and problem solvers for the good of the people. Our challenge as leaders is put very well by Jim Rohn who says,

“The challenge of leadership is to be strong but not rude. Be kind but not weak. Be bold but not a bully. Be thoughtful but not lazy. Be humble but not timid. Be proud but not arrogant. Have humour but without folly..”

It is further said that leadership is the challenge to be something more than average. Since we work among people, when they look at us as leaders they expect us to be:

- Honest and trustworthy
- Genuine and authentic
- Competent and Confident
- Positive and forward-looking

In all this the importance of Political and Managerial leadership for change and development in Africa cannot be over-emphasised. Our Guest of Honour and Distinguished Delegates, during the 27th AAPAM Roundtable Conference that was held in Livingstone Zambia in December 2005, we announced and launched the AAPAM Awards and Recognition Programme. I am now happy to report that during this Roundtable Conference, the first AAPAM Gold Medal and the first AAPAM Award for Innovative Management will be given out. I thank most sincerely all persons who have been involved in all the processes and work that have enabled us to operationalise what was announced almost two years ago.

Before I conclude, I would like on behalf of all the Delegates to thank the National Organizing Committee for all that you have put in to enable us to have such excellent ar-

rangements. I pay special tribute to all those who have been working behind the scenes and may never come any where near the Conference Hall. Thank you for all that you have done and may God reward you abundantly.

In conclusion our Guest of Honour I want to simply state that we are looking forward to exciting and soul-searching discussions as we tackle this central theme where we cannot avoid things like Loyalty, Understanding, Candour, Predictability, Effectiveness, Efficiency, Credibility, Communicativeness, Being Complementary, Persistence and Insight among others. Let us use the time at our disposal optimally.

Thank you and may God Bless us all.

Statement

The Honourable S'gayoyo Magongo

Minister of Public Service and Information

The Government of the Kingdom of Swaziland

- Your Excellency the Right Honourable Prime Minister, Mr. Absalom Themba Dlamini,
- My colleagues, Honourable Ministers from Swaziland and outside
- Excellencies, Members of the Diplomatic Corps,
- Mr. President of AAPAM,
- Heads of Public Service,
- Principal Secretaries and other senior Government Officials,
- Distinguished Conference Participants,
- Invited Guests,
- Members of the Mass Media,
- Ladies and Gentlemen,

It is indeed my honour and pleasure to welcome you all, first to the Kingdom of Swaziland, and secondly to the 29th AAPAM Roundtable Conference which is being held at the Ezulwini Valley. I am delighted to see this Conference become a reality and see it taking off the way it has.

The Swaziland delegation that attended the 28th AAPAM Roundtable in Arusha, Tanzania, took with it a record message from myself in which I invited AAPAM delegates to come to Swaziland in their numbers to attend the 29th AAPAM Roundtable Conference. I was briefed that indeed that video message was played in Arusha and I must state that we are humbled by the response to that invitation which we are witnessing.

My team, the Local Organizing Committee has worked hard to ensure that your stay for the next week is most comfortable. I would like to congratulate them most sincerely even

though the Conference is only just starting because the feedback I have received already is very positive, and I am confident they will see it through.

Your Excellency, distinguished Ladies and Gentlemen,

The challenge of continuously reforming and modernizing African Public Services so that they truly position and gear themselves for excellence in service delivery faces us more than ever before. The citizens of each of our countries expect and deserve this as of right; otherwise their democratic participation in the formation of Governments and in the broader issues of governance carries little meaning if they cannot benefit from responsive government. It is imperative that we set our African Public Services towards realizing the ideal of 'putting people first' and carefully steer the Public Services on the path of the Modern Public Administration.

Your Excellency, distinguished Ladies and Gentlemen,

This is where comes in the relevance of AAPAM. The AAPAM Roundtable Conferences offer an excellent platform from which practitioners, academics and researchers engage in intellectual debate aimed at promoting the profession of Public Administration. It is therefore an important forum for learning and sharing. But, as I stated in my recorded message which was played in Arusha, the true value of the Conferences can only be seen in the extent to which we adapt and apply the learning experiences from this forum. And as we know, it is not only the Roundtable Conferences that AAPAM has to offer. For example Public Administrators also have the opportunity to contribute to the African Journal of Public Administration and Management (AJPM) and understanding in matters of Public Administration, through publishing. Those that have gone before us really had a vision in founding AAPAM and we, the member-states should congratulate ourselves for keeping it alive.

Your Excellency, distinguished Ladies and Gentlemen,

Let me turn briefly to the Theme of this year's Roundtable Conference. The Theme "Political and Managerial Leadership for Change and Development in Africa" addresses itself to the critical question of effective leadership. For the poor and the weak, the role of the state is to ensure that their well-being is not compromised, and they look up to leadership to ensure that. This means that the leadership itself must have a proper understanding of what the poor require.

But in order to have that understanding, it means the leadership must have an interest in the poor – they must have an interest in their issues – not just an interest in them when elections are approaching. The leadership must have a pro-poor agenda. Some people will say, "Easier said than done!" Indeed it might not be easy to comprehend, and that is why people in leadership are said to be paying lip service to issues of poverty eradication and

development.

One would therefore advocate for a new breed of leader. One would call for personal commitment from all of us who refer to ourselves as leaders, be it at political or managerial level. As one practitioner and author on development studies, Robert Chamber says:

“It is ... personal change which is crucial ... This is, then, key to all else. Those with power and wealth have to behave differently”.¹

I am mindful of the fact that it might sound as if I am focusing on the issues for poverty, yet there are many other development challenges that face us in Africa, which are covered under this year's Theme. I should clarify that I am only using poverty as an example. The leadership must “immerses” itself instead of posing as “outsiders” to issues of national development that affect the people. Political and Managerial leadership should interact to bring about positive change for the benefit of the people, **but all actions by leaders must come from the heart, not from the mouth anymore!**

Your Excellency the Right Honourable Prime Minister, distinguished Ladies and Gentlemen,

Let me express my deep gratitude to you, Your Excellency, for accepting our invitation to officiate at the start of this 29th Roundtable Conference. I clearly recall the excitement with which you accepted my request and I am most grateful for the personal advice you have been giving to me as the preparations for the Conference were progressing.

Ladies and Gentlemen, His Excellency's experience is rooted in the private sector from where he came when he took office as Prime Minister. He is a strong believer in a well functioning Public Administration and Public Service that is key to supporting private sector participation, for growth and development.

His call and advocacy for clean leadership, specifically through the fight against corruption, has been a constant theme of his Administration. Indeed it is through such clean leadership that we can have hope for change and development in Africa.

Ladies and Gentlemen, I present His Excellency the Right Honourable Absalom Themba Dlamini, the Prime Minister of the Kingdom of Swaziland.

Address

A.T. Dlamini (MP)

The Honourable Prime Minister of the Kingdom of Swaziland

- Director Of Ceremonies
- Your Royal Highnesses
- Royal Councillors
- President of the House of Senate
- Speaker of the House of Assembly
- Members of both Houses of Parliament
- Members of the Diplomatic Corps,
- Cabinet Ministers from within and outside Swaziland,
- The Patron of AAPAM, Hon. Dr. (Mrs.) Pontso M. Sekatle
- The President of AAPAM, Mr. John Mitala,
- Distinguished Delegates and leading scholars in Public Administration And Management
- Distinguished Guests Ladies and Gentlemen,

It is an honour for me to have been invited to grace this auspicious occasion marking the 29th Roundtable Conference of the African Association for Public Administration and Management (AAPAM). I am humbled to note that you have once again returned to our beautiful kingdom to hold the conference. As many of you are aware we hosted the 1991 roundtable conference, whose theme was Ethics and Accountability in the African Public Services.

I understand that AAPAM is an international professional organization for those who practice, teach and conduct research and offer advisory services in public administration and management, in the public sectors in Africa.

We applaud AAPAM for the great strides it has taken in addressing public administration and management challenges which confront us in our quest for improving the lives of our people since it was founded way back in 1972.

The challenges I am referring to, which face the leadership in Africa are as follows:

- Eradication of extreme poverty and hunger
- Providing basic education for the population
- Reducing child and maternal mortality
- Promoting gender equality
- Controlling the spread and impact of hiv/aids
- Halting the destruction of the environment

Let me hasten to congratulate the aapam executive for choosing a theme that is also close to my heart, **“Political and Managerial Leadership for Change and Development in Africa”**. This theme forms the major driving force for the upliftment of the standard of living of our peoples. Every government has the difficult task of improving service delivery to the citizens, which this conference is all about. To achieve this goal, a number of initiatives need to be undertaken which include the following:-

- Practicing good governance
- Combating rampant corruption
- Decentralizing services
- Reforming the public sector for improved service delivery
- Creating wealth for citizens, to name but a few.

Our political and managerial leadership in Swaziland is embedded in our desire to achieve full freedom and independence under a constitution created by ourselves for ourselves in complete liberty as enshrined in our Constitution which was promulgated in January 2005.

This Constitution was a product of various “Vusela” consultations, economic and constitutional commissions, political experiments and Sibaya meetings over a considerable period in search of sustainable home-grown political order. The Constitution is unique to us in that it blends the good institutions of traditional law and custom with those of an open and democratic society so as to promote transparency and the social, economic and cultural development of our nation.

Nations which have broken through the glass ceiling of development in recent years demonstrate a fine combination of visionary, just and competent leadership on the one hand, and professionally-led public services on the other.

I hope the conference will, therefore, present an opportunity to explore the key elements of effective leadership, how this has been nurtured in other regions and emerging economies in Africa, and the ways that leadership at both political and bureaucratic levels could be enhanced to accelerate positive change in Africa.

Distinguished Guests,
Ladies and Gentlemen,

Swaziland is a country that is bestowed with magnificent beauty and a variety of attractions for tourists. Our traditions and customary practices have always made us a unique and splendid tourist destination. I implore all of you not to miss the on-going Umhlanga Reed Dance ceremony currently taking place. The International Trade Fair is also in progress at the Mavuso International Trade Centre at the moment. I invite all of you to enjoy the warmth and hospitality of the Swazi people whilst you are in the country.

It now gives me honour and great pleasure to declare the 29th AAPAM Roundtable Conference officially open, I wish you fruitful deliberations.

I thank you for your attention.

Prime Minister's Office
3rd September 2007

Closing Session

Statement

Mr. John Mithila
President of AAPAM

- * Our Guest of Honour Mr. Sadiq B. Celo, Secretary to Cabinet and Head of Public Service, Government of the Royal Kingdom of Swaziland
- * AAPAM Executive Committee
- * Distinguished Delegates
- * Our Partners
- * Members of the Press

The journey to Swaziland which started in Ankara, Turkey on 8th December 2006 is being concluded successfully today 3rd September 2007. Since we left Ankara last year up to today a lot of effort has been put in at the different stages which we are celebrating today by transforming into the success.

Having travelled that journey successfully, I would like on behalf of all the delegates here present and those who might have already left due to flight connections to thank most especially the Royal Kingdom of Swaziland for having hosted our 29th Roundtable Conference successfully. We thank all those organisations which have co-sponsored this Roundtable Conference, National Organisation Committee and all those who worked with you thank you for the work well done.

We have been having various desks handling different aspects for the smooth running of our Conference and all related matters. I express our gratitude to all those who have manned those desks.

Our Guest of Honour, since you are the Head of Public Service, we acknowledge and thank you for your able leadership under which things have moved as smoothly as possible.

Young Delegates we in the Executive Committee of AAPAM are glad that you are already turning up but you have actively participated in the discussions which have been going on. Through all we have had excellent presentations from well-prepared papers. Let me therefore



Annex IV

Closing Session

Statement

Mr. John Mitala

President of AAPAM

- Our Guest of Honour Mr. Sandile B. Ceko, Secretary to Cabinet and Head of Public Service, Government of the Royal Kingdom of Swaziland,
- AAPAM Executive Committee,
- Distinguished Delegates,
- Our Partners,
- Members of the Press,

The journey to Swaziland which started in Arusha, Tanzania on 8th December 2006 is being concluded successfully today 7th September 2007. Since we left Arusha last year up to today, a lot of effort has been put in at the different stages which we are celebrating today culminating into the success.

Having travelled that journey successfully, I would like on behalf of all the delegates here present and those who might have already left due to flight connections to thank most sincerely the Royal Kingdom of Swaziland for having hosted our 29th Roundtable Conference successfully. We thank all those organisations which have co-sponsored this Roundtable Conference. National Organizing Committee and all those who worked with you thank you for the work well done.

We have been having various desks handling different aspects for the smooth running of our Conference and all related matters. I express our gratitude to all those who have manned those desks.

Our Guest of Honour, since you are the Head of Public Service, we acknowledge and thank you for your able leadership under which things have moved as smoothly as possible.

To you Delegates, we in the Executive of AAPAM are grateful that you did not only turn up, but you have actively participated in the discussions which have been going on. Throughout, we have had excellent presentations from well-prepared papers. Let me therefore

thank all the distinguished gentlemen and ladies who prepared and presented papers to the conference we are about to conclude. You gave us a wealthy menu which I am sure we shall continue pondering over for quite sometime to come because the subject we have been discussing is and will continue to challenge all of us and cannot just be wished away. I thank all those who chaired the different plenary sessions. You did a good job.

Ladies and gentlemen, one significant aspect of this particular Roundtable Conference is that the first ever AAPAM Gold Medal and AAPAM Innovative Award were given out.

Once again I thank IPAC and the Commonwealth Secretariat for all the support in this area because the two organisations were instrumental in helping AAPAM to have the two Medals made and eventually handed over with all of you as witnesses. The Committee of Eminent persons who were tasked to examine the submissions and identify winners for the AAPAM Innovative Award is thanked for the work well-done. Now that the AAPAM Awards Programme has been operationalized, we must commit ourselves to sustain the Programme by not only continuing with the two Awards but also to have the remaining three awards under the Programme operationalized in the near future.

The National Organizing Committee is once again thanked for the honour and opportunity that was accorded to us to witness the Reed Dance on the first day of our Conference and the subsequent two excursions which we had yesterday. I have no doubt in my mind that we saw, appreciated and learnt a lot. Through the chairperson of the National Organising Committee convey our appreciation and gratitude to the management of the different hotels whose facilities we have used throughout the period we have been here. Where some of you were confronted with unexpected challenges please take heart because you were also to overcome them as leaders are expected to do.

Guest of Honour, during all our Roundtable Conferences, there is always a group of men and women who are given a challenging task of being RAPPORTEURS. That work requires total commitment and sometimes walking an extra mile by foregoing many of the pleasures which other Delegates may be enjoying here and there. They have to do this in order to have the proceedings properly recorded and have a good summary for the conclusion of the conference. Professor Gelase Mutahaba, Rapporteur General and the dedicated team you have led in this respect are thanked most sincerely for a job well done.

The ladies and gentlemen who have been on the computers in the Documentation centre throughout the conference duration producing documents among other work are commended for this work and contribution.

We are extremely delighted and indeed grateful to the Government of the Republic of Ghana for the offer to host the 30th Roundtable Conference next year 2008. We have all accepted the offer and the presence of the head of Public Service of Ghana throughout this Conference is a clear indication that all of us are warmly welcome to Ghana. Convey similar invitation to those you left home and encourage them to go to Ghana. There are

many reasons why all of you and others should make it a point to be in Ghana for the 30th Roundtable Conference. Let me single out the following:

- (i) Apart from Liberia which was created as a "free" country to accommodate some of our brothers and sisters who were being freed from slavery from US, Ghana was the first country in the whole of Africa to attain independence from a colonial power in 1957. Ghana under the leadership of the late Kwame Nkrumah set the pace for the other African countries to get their independence in subsequent years.
- (ii) Ghana has over the period undertaken a wide range of Public sector Reforms with remarkable success from which good lessons can be drawn.
- (iii) The AAPAM Executive which I am heading was elected into office for three years during the 24th Roundtable Conference that was held in the Kingdom of Lesotho in November 2002. According to AAPAM's continental structure this Kingdom belongs to the Southern Region. The 25th Roundtable Conference which was our immediate post-election conference was held in the Gambia, West African Region in April 2004.

We were returned to office unopposed for another three years which is now our final term during the 27th Roundtable that was held in Zambia in December 2005. We have started our third and final year of our second and final term during this 29th Roundtable Conference held in the Royal Kingdom of Swaziland in the South African region. This means that the final lap of our three years has started from a Kingdom in the Southern Africa and is ending in a Republic in West Africa. This seems to be our arrangement with some unknown powers intervening. I am saying so because in Ghana you will be holding elections for a new Executive and for having started our last last lap from the Royal Kingdom we shall be carrying all the blessings to be handed over to the new Executive and all AAPAM Membership. Can you afford to be away and miss all this? I think the answer is no.

- (iv) Since the attendance of the Roundtable Conferences affords us an opportunity to indulge in some form of tourism, there is quite a lot to see and enjoy in Ghana.

Guest of Honour and distinguished Delegates a number of religious festivals are on during the remaining months of this year. To our brothers and sisters of the Islamic faith I wish you a fruitful Holy Month of Ramadhan. May the Almighty Allah, the Merciful compassionate bless you gracefully and reward you abundantly. To those subscribing to Christianity I wish you a Merry Christmas. To those committed to our Traditional Beliefs, I wish you continued comfort in your belief because like those who opted for the other non traditional religion you also have always acknowledged the ever presence of a superior power over all of us mortal beings.

To all of Distinguished delegates, the AAPAM Executive wishes you good health, happiness and prosperity in 2008 and in deed beyond. God willing let us all meet in Ghana for the 30th - AAPAM Roundtable Conference during which we shall handover to the new Executive. As we leave for our respective countries, we take happy and precious memories and may God grant us journey mercies.

Long Live His Majesty King Muswati the III
 Long Live the People of the Royal Kingdom of Swaziland
 Long Live AAPAM

THANK YOU

Welcome to Ghana: Invitation to the 30th Roundtable Conference

- All Chairmen
- AAPAM President Mr. John Moko
- AAPAM Vice President
- Members of AAPAM Executive Committee
- Representatives of AAPAM Development Partners
- Heads of Public/Civil Service Commission
- Professors, College Formant Secretaries, Ladies and Gentlemen

I feel honoured to stand before you this morning to perform a very simple but very important function: namely to convey to you the readiness of Ghana to host all of you to the 30th AAPAM Roundtable Conference in 2008.

However, before I do that permit me on behalf of Ghana's delegation to congratulate the Royal Kingdom of Swaziland for successfully hosting the 29th AAPAM Roundtable Conference. It is a job well done and I personally have taken some lessons to guide us in the planning and organisation of next year's conference.

I also like to commend the AAPAM President, the Executives and all those who contributed to the success of the conference for their commitment and dedication. I hope and pray that Ghana will receive the same level of support next year.

Ladies and Gentlemen, since last year when Ghana offered to host the 30th AAPAM Conference, my Head of Service, Mr. Joe Beseba has established a high powered planning committee of which I am the co-chair; and we have facilities and some of the resources that will make the conference and your stay in our country the greatest experience you ever had. And ladies and gentlemen you cannot give me whatever right for making this statement unless you make it a point to be in Ghana. You will never regret you did. Now ladies and gentlemen, I want to present to you an audio visual to see Ghana today, but please note that this is just a little drop in the ocean of what awaits you in Ghana. It is intended to be an appetiser to prepare your stomach for the full course of the menu when you arrive in Ghana in October 2008. I now invite you Ladies and Gentlemen to relax and enjoy the video.

Annex V

Welcome to Ghana: Invitation to the 30th Roundtable Conference

- All Chairmen,
- AAPAM President, Mr. John Mitala,
- AAPAM Vice Presidents,
- Members of AAPAM Executive Committee,
- Representatives of AAPAM Development Partners,
- Heads of Public/Civil Service Commission,
- Professors, Colleague Permanent Secretaries, Ladies and Gentlemen,

I feel honoured to stand before you this morning to perform a very simple but very important function; namely to confirm to you the readiness of Ghana to host all of you to the 30th AAPAM Roundtable Conference in 2008.

However, before I do that, permit me on behalf of Ghana's delegation to congratulate the Royal Kingdom of Swaziland for successfully hosting the 29th AAPAM Roundtable Conference. It is a job well done and I personally have taken some lessons to guide us in the planning and organisation of next year's conference.

I also like to commend the AAPAM President, the Executives and all those who contributed to the success of the conference for their commitment and dedication. I hope and pray that Ghana will receive the same level of support next year.

Ladies and Gentlemen, since last year when Ghana offered to host the 30th AAPAM Conference, my Head of Service, Mr. Joe Issachar has established a high powered planning committee of which I am the co-chair; and we have facilities and some of the resources that will make the conference and your stay in our country the greatest experience you ever had. And ladies and gentlemen you cannot prove me wrong or right for making this statement unless you make it a point to be in Ghana. You will never regret you did. Now ladies and gentlemen, I want to present to you an audio visual to see Ghana today but please note that this is just a little drop in the ocean of what awaits you in Ghana. It is intended to be an appetiser to prepare your stomach for the full course of the menu when you arrive in Ghana in October 2008. I now invite you Ladies and Gentlemen to relax and enjoy the video.

Ladies and Gentlemen, I can see from your facial expressions that you are already asking for more, and more you shall get when you come to Ghana, to feel what you have just heard and seen from the video.

Finally, let me tell you just four (4) reasons why you must come to Ghana:

- (i) Ghana, the first independent country in sub Sahara Africa celebrated her 50th independence anniversary this year. It is a good idea to come and see for yourselves how Ghana is doing so far and being the 1st we have a number of experiences to share.
- (ii) Ghana is one of Africa's strong and emerging democracies with good governance systems. Next year is an election year and it will be interesting for you to come and experience how our politicians practice democracy.
- (iii) Ghana was one of the founding members of AAPAM and has played very active roles in sustaining the association. Your presence in Ghana will be a demonstration of your recognition of Ghana's committed service to AAPAM.
- (iv) The last but not least Ghana loves you very much and we miss you after over 20 years of hosting AAPAM the last time. Ghana is ready to say Akwaaba-welcome.

Mrs. Bridget Katsriku

Permanent Secretary

Ministry of Tourism and Diaspora Relations

Ghana

Annex VI

Programme

29th AAPAM Annual Roundtable Conference, Mbabane, Swaziland

SATURDAY, 1ST SEPTEMBER 2007

TIME	ACTIVITY	PLACE	COORDINATOR
6.00pm – 8.00pm	Registration of Delegates	Royal Swazi Spa	AAPAM Secretariat and Organizing Committee

SUNDAY, 2ND SEPTEMBER 2007

TIME	ACTIVITY	PLACE	COORDINATOR
10.00am – 1.00pm	AAPAM Executive Committee Meeting	Royal Swazi SPA	AAPAM Secretariat
3.00pm – 7.00pm	Registration of Delegates	Royal Swazi SPA	AAPAM Secretariat and Organizing Committee
3.00pm – 4.30pm	Meeting of Executive Committee and National Organizing Committee	Royal Swazi SPA	AAPAM Secretariat
5.00pm – 6.00pm	Rapporteurs' Meeting	Royal Swazi SPA	Rapporteur General

DAY ONE: MONDAY, 3RD SEPTEMBER 2007

TIME	ACTIVITY	COORDINATOR	REMARKS
8.00am – 8.30am	Late Registrations	AAPAM Secretariat and Organizing Committee	Royal Swazi SPA
8.30am – 10.00am	OPENING CEREMONY (See Insert for details) Chairperson and Chief Host: Mr Sandile B. Ceko Secretary to Cabinet and Head of the Public Service, Government of the Royal Kingdom of Swaziland.	Organizing Committee	Royal Swazi SPA
10.10am – 11.00am	Official Group Photographs and Refreshments		

TIME	ACTIVITY	PRESENTER	REMARKS
11.00am	PLENARY 1		SESSION CHAIR:
11.00am – 11.30 am	Keynote Address Honourable Deputy Prime Minister, Government of the Royal Kingdom of Swaziland	Ms. Constance T. Simelane Principal Secretary, Ministry of Public Service and Information, Government of the Royal Kingdom of Swaziland	Mr. Cyril J. M. Kunene, Rapporteurs: Mr. Stephen Magongo Ms. Lindiwe Khumalo

TIME	ACTIVITY	PRESENTER	REMARKS
11.30 am – 12.00 noon	PLENARY DISCUSSION		
12.00 noon	PLENARY 2		SESSION CHAIR:
	Role of Leadership in Development: An Overview		Hon. Dr. Pontso Sekatle , AAPAM Patron Minister of Local Government Kingdom of Lesotho
12.00 noon – 12.30pm	Overview of the Role of Leadership in the Development of the Asian NICs and Lessons for Africa	Prof. Stephen Adei , Rector, Chana Institute of Management and Public Administration	Rapporteurs: Mr. Nhlanhla Nxumalo Ms. Winnie Stewart
12.30pm – 1.15pm	PLENARY DISCUSSION		
1.15 pm – 2.30 pm	LUNCH BREAK		
2.30pm	PLENARY 3		SESSION CHAIR:
	Leadership Capacity Development		Prof. Patrick Muzaale Chairman, Public Service Commission, Uganda
2.30pm – 3.00pm	The Human Factor in Building Trust in Government: Leadership Capacity Development Perspective in Africa	Dr. John-Mary Kauzya Chief of Governance and Public Administration Branch, United Nations Department of Economic and Social Affairs (UNDESA), New York	Rapporteurs: Mr. Eric Mkhonza Ms. Elaine Bhembe
3.00pm – 3.30pm	Agenda for Improving Leadership Quality and Effectiveness: African Perspective	Mr. Maurice Nyamunga , Consultant, Government of Botswana	
3.30pm – 4.20pm	PLENARY DISCUSSION		
4.20pm – 5.00pm	TEA/COFFEE BREAK		
5.00pm	PLENARY 4		SESSION CHAIR:
	Building a Developmental State: Role of Leadership		Prof. Richard Levin Director General Department of Public Service and Administration, Republic of South Africa
5.00pm – 5.30pm	Constructing a Developmental Nation: The Challenge of Political and Managerial Leadership for Change and Development	Prof. John Forje Department of Political Science, University of Younde II, Cameroon	Rapporteurs: Ms. Lindiwe Khumalo Ms. Winnie Stewart
5.30pm – 6.00pm	PLENARY DISCUSSION		
6.00pm	ADJOURNMENT		
7.00pm	Presentation of the AAPAM Gold Medal Award	Rt. Hon. Absalom T. Dlamini , Prime Minister Royal Kingdom of Swaziland	CHAIR: Mr. John Mitala , AAPAM President, Head of Public Service/Secretary to Cabinet, Uganda
			Rapporteur: Prof. Gelase Mutahaba, Conference Rapporteur General
7.30pm	COCKTAIL RECEPTION	Host: Mr. Sandile B. Ceko , Secretary to Cabinet/Head Civil Service, Government of the Royal Kingdom of Swaziland	

DAY TWO: TUESDAY 4TH SEPTEMBER 2007

TIME	ACTIVITY	PRESENTER	REMARKS
9.00am	PLENARY 5		SESSION CHAIR:
	Leadership Crisis and Failure		Mr. Eric Molale Permanent Secretary to the President, Secretary to Cabinet, Government of Botswana
9.00am – 9.30am	The African Leadership Crisis: Historical Perspectives and a Reflection on the Expectations of Independence	Prof. Musa P. Dlamini , Department of Political and Administrative Studies, University of Swaziland	Rapporteurs: Mr. Eric Mkhonza Mr. Stephen Magongo
9.30am – 10.00am	Leadership Failure and Leadership Substitutes/ Neutralization: The Case of Cameroon	Prof. Paul N. Ndue , University of Yaounde II Cameroon	
10.00am – 10.30am	PLENARY DISCUSSION		
10.30am – 11.00am	TEA/COFFEE BREAK		
11.00am	PLENARY 6		SESSION CHAIR:
	Public Service Delivery: Challenges to Leadership		Mr. Joe D. Issachar , Head of Civil Service, Government of Ghana
11.00am – 11.20am	Leadership and Service Delivery in the South African Context	Prof. Richard Levin , Director General, Department of Public Service and Administration Republic of South Africa	Rapporteurs: Mr. Nhlanhla Nxumalo Ms. Elaine Bhembe
11.20am – 11.40am	The Role of Managerial Leadership in Service Delivery: The Case of Ngaka Modiri-Molema District Municipality, North-West Province, South Africa	Mr. G. D. Setsetse and Mr. R. B. Mkansi , North West University, South Africa	
11.40am – 12.00 noon	Privatization and Agentification of Public Services Delivery in Africa	Dr. Honest P. Ngowi , Department of Economics Mzumbe University, Morogoro, Tanzania	
12.00 noon – 12.45pm	PLENARY DISCUSSION		
12.45pm – 2.00pm	LUNCH BREAK		
2.00pm	PLENARY 7		SESSION CHAIR:
	Strengthening Leadership Capacity		Mr. Ibrahim Hussein , Chairman, Teachers Service Commission, Kenya
2.00pm – 2.30pm	Strengthening Africa Political Leadership Capacity for Development: Key Challenges	Mr. Joseph O. Dada Management Trainer/ Consultant, ASCON, Lagos, Nigeria	Rapporteurs: Mr. Stephen Magongo Mr. Nhlanhla Nxumalo
2.30pm – 3.00pm	Agenda for Improving Leadership Quality and Effectiveness in Africa	Prof. Paul N. Ndue , University of Yaounde II, Cameroon	

TIME	ACTIVITY	PRESENTER	REMARKS
3.00pm – 3.30pm	PLENARY DISCUSSION		
3.30pm – 4.00pm	TEA/COFFEE BREAK		
4.00pm – 6.00pm	GROUP DISCUSSIONS	Rapporteur General	Groups and Topics for discussion to be organized by the Rapporteur General
4.00pm – 6.00pm	AAPAM Council Meeting		AAPAM Secretariat
6.00pm	ADJOURNMENT		
7.00pm	Social Event to be announced		

DAY THREE: WEDNESDAY, 5TH SEPTEMBER 2007

TIME	ACTIVITY	PRESENTER	REMARKS
9.00am	PLENARY 8 Perceptions of Political and Managerial Leadership		SESSION CHAIR: Mr. Bright Msaka Chief Secretary and Head of Public Service, Office of the President and Cabinet, Malawi
9.00am – 9.30am	Towards a More Pragmatic Approach to Managerial Leadership	Ms. Florence Nyokabi Wachira , Deputy Director Human Resource Development Ministry of State for Public Service, Government of Kenya	Rapporteurs: Ms. Lindiwe Khumalo Mr. Eric Mkhonza
9.30am – 10.00am	Nigeria's Technocratic Perception of Political Leadership: A Research Finding	Mr. Joseph O. Dada , Management Trainer/Consultant, Administrative Staff College of Nigeria (ASCON), Lagos, Nigeria	
10.00am – 10.30am	PLENARY DISCUSSION		
10.30am – 11.00am	TEA/COFFEE BREAK		
11.00am	PLENARY 9 Improving Effectiveness of Leaders		SESSION CHAIR: Mr. Phillemon Luanjo , Chief Secretary, President's Office, Secretary to the Cabinet and Head of Public Service, Tanzania
11.00am – 11.30am	Promoting Gender Equality for Improving Leadership Quality and Effectiveness	Dr. Margaret Kobia , Director and Chief Executive, Kenya Institute of Administration (KIA)	Rapporteurs: Ms. Winnie Stewart Ms. Elaine Bhembe
11.30am – 12.00 noon	The Challenges of Political Leadership and Bureaucratic Authority in Transitional Politics in Africa	Prof. John Forje , Department of Political Science, University of Yaounde II, Cameroon	
12.00 noon – 12.45pm	PLENARY DISCUSSION		
12.45pm – 2.00pm	LUNCH BREAK		

TIME	ACTIVITY	PRESENTER	REMARKS
2.00pm	PLENARY 10		SESSION CHAIR:
	Case Studies		Mr. Titus J. K. Gateere Chairman, Public Service Commission of Kenya
2.00pm – 2.20pm	Transforming Organizations through shared Leadership: Learning to share the Vision: A Case of Kenya Public Service	Mr. Nura Mohammed , Lecturer, Kenya Institute of Administration (KIA)	Rapporteurs: Mr. Nhlanhla Nxumalo Mr. Eric Mkhonza
2.20pm – 2.40pm	Economic Development and Change in Tanzania since Independence: The Political Leadership Factor	Dr. Honest P. Ngowi , Department of Economics Mzumbe University Morogoro, Tanzania	
2.40pm – 3.00pm	Reflections on Political Leadership and the HIV/AIDS Pandemic: Four Cases from Africa	Prof. Malcolm Wallis Durban University of Technology, South Africa and Dr. Magopodi Lekorwe and Dr. Nick Waterman	
3.00pm – 3.30pm	PLENARY DISCUSSIONS		
3.30pm – 3.50pm	TEA/COFFEE BREAK		
3.50pm – 5.00pm	GROUP DISCUSSIONS		Rapporteur General
5.00pm – 6.30pm	Presentations by the five finalists for the AAPAM Award for Innovative Management. Awards to be presented to winners	Hon. Dr. Pontso Sekatle , AAPAM Patron, Minister of Local Government, Kingdom of Lesotho and Mrs. Oluwatoyin A. Job , Commonwealth Secretariat	CHAIR: Dr. J. L. Kanganja Chairperson of the Jury Secretary to Cabinet and Head of Public Service Government of Zambia Rapporteurs: Ms. Lindiwe Khumalo Mr. Stephen Magonga
6.30pm	ADJOURNMENT		
7.00pm	Social Event to be announced		

DAY FOUR: THURSDAY 6TH SEPTEMBER 2007

TIME	ACTIVITY	PRESENTER	REMARKS
	WHOLE DAY EXCURSION	Organizing Committee	Courtesy of the Government of Swaziland
8.30am	Depart Royal Swazi SPA		
5.00pm	Return Royal Swazi SPA		
7.30pm	DINNER/CULTURAL EVENING		Government of Swaziland

DAY FIVE: FRIDAY, 7TH SEPTEMBER 2007

TIME	ACTIVITY	PRESENTER	REMARKS
9.00am	PLENARY 11		SESSION CHAIR:
9.00am – 10.00am	Presentation of Group Reports	Group Rapporteurs	Mr. Tlohang Sekhamane AAPAM Deputy President Government Secretary/Cabinet Secretary and Head of Public Service, Kingdom of Lesotho

TIME	ACTIVITY	PRESENTER	REMARKS
10.00am – 10.30am	Plenary Discussion of Group Reports		
10.30pm – 11.00am	TEA/COFFEE BREAK		
11.00am	PLENARY 12		SESSION CHAIR:
11.00pm – 11.30am	Presentation of Conference Communique (Conference Conclusions and Recommendations)	Rapporteur General	Mr. Tlohang Sekhamane, AAPAM Deputy President Government Secretary/ Cabinet Secretary and Head of Public Service, Kingdom of Lesotho.
11.30am – 12.00 noon	Plenary Discussion of the Communique		
12.00 noon	OFFICIAL CLOSING		CHAIR:
			Hon. Dr. Pontso Sekatle AAPAM Patron, Minister of Local Government, Kingdom of Lesotho
12.00pm – 12.10pm	Statement by a Representative of the Host Country for the 30th AAPAM Roundtable Conference – November/December 2008		
12.10pm – 12.30pm	Statement by the AAPAM President		
12.30pm – 12.45pm	Closing Address		Mr. Sandile B. Ceko, Secretary to Cabinet and Head of Public Service, Government of the Royal Kingdom of Swaziland
1.00pm – 2.00pm	LUNCH AND DEPARTURE		

NATIONAL ORGANIZING COMMITTEE FOR THE 29th AAPAM ROUNDTABLE CONFERENCE

CHAIRPERSON
Cyril J.M. Kunene

MEMBERS

Patrick N. Muir • Mbongeni Simelane • Nathie Gumedze • Prof. Musa Dlamini
Allen Mcfadden • Herbert P. Gama • Stephen Magongo • Sense Dlamini • Violet Buluma
Lungile Shongwe • Portia Sukati • Jameson Mlipha • Mumly Musi • Felton Mhlongo
Mpendulo B. Mazibuko • Siphos Mamba • Nhlanhla Nxumalo • Hloniphile Ndlangamandla
David Kunene • John Lukhele • Washington Khumalo • Maxwell Masuku • Mzie Nsiband
Thembekele Makama • Thembe Hlopho • Lindiwe Ngwenya • Nkosinathi Dlamini
Wilton Mamba • Zodwa Dlamini • Dan Mthimkhulu • Hezekiel Dube • Nompumelelo Sibeko
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RAPPORTEUR GENERAL
Prof. Gelase Mutahaba

RAPPORTEURS

Mr. Stephen Magongo • Ms. Lindiwe Khumalo • Mr Eric Mkhonza
Ms. Elaine Bhembe • Ms. Winnie Stewart • Mr. Nhlanhla Nxumalo

PAST AAPAM ROUNDTABLE CONFERENCES (1978 – 2007)

Month & Year	Venue	Theme
1. August 1978	Freetown, Sierra Leone	African Public Services: Prospects for the 1980's
2 August 1979	Nairobi, Kenya	A Profile of the African Public Service in the 1980's
3 September 1980	Victoria, Mahe, Seychelles	African Public Services and Public Policy in the 1980's
4 December 1981	Salisbury, Zimbabwe	Personnel Development Management and Utilization in a Performance Oriented African Public Service in the 1980's
5 November 1983	Arusha, Tanzania	The Changing Ecology of Public Administration and Management in Africa
6 December 1984	Blantyre, Malawi	Public Enterprises Versus Privatization: Which Way for Africa
7 December 1985	Accra, Ghana	Food Crisis in Africa: Policy and Management Issues
8 December 1986	Maseru, Lesotho	Policy and Management Issues in the Transport Sector
9 December 1987	Gaborone, Botswana	African Crisis; Structural Adjustment and Impact on Responses by Public Administration and Management in Africa
10 November 1988	Kampala, Uganda	Human Resource Development and Employment: Policy Management Issues
11 November 1989	Victoria, Mahe, Seychelles	Towards Enhancing Entrepreneurship in African Public and Private Sectors
12 December 1990	Abuja, Nigeria	Mobilization of the Informal Sector and NGO'S for Recovery Development: Policy and Management Issues
13 December 1991	Mbabane, Swaziland	Ethics and Accountability in African Public Services
14 December 1992	Arusha, Tanzania	Managing Science and Technology Policy in Africa
15 January 1994	Banjul, The Gambia	Political Pluralism and Good Governance in Africa: Implications for the Public Service
16 November 1994	Nairobi, Kenya	Mobilization and Utilization of Resources for Effective Performance in the Public Service
17 March 1996	Cairo, Egypt	Civil Service Reform in Africa: Past Experiences and Future Trends
18 March 1997	Nairobi, Kenya	Decentralization as a Principle of Democratic Governance in Africa: Issues and Options
19 November 1997	Gaborone, Botswana	Preparing African Public Administration and Management for 21 st Century
20 November 1998	Nairobi, Kenya	Public-Private Sector Partnership: The Path to Africa's Accelerated Development
21 November 1999	Kampala, Uganda	Quality Management Assurances in Africa
22 November 2000	Mahe, Seychelles	Good Governance in Africa
23 March 2002	Abuja, Nigeria	Managing Change in a Globalizing Economy
24 November 2002	Maseru, Lesotho	The African Public Service in the 21 st Century
25 April 2004	Banjul, The Gambia	The Role of Public Service in Poverty Reduction Strategies: Challenges and Solutions
26 March 2005	Mombasa, Kenya	The Enabling State and the Role of the Public Service in Wealth Creation: Problems and Challenges for Development in Africa
27 December 2005	Livingstone, Zambia	Harnessing the Partnership of the Public and Non-State Sectors for Sustainable Development and Good Governance in Africa: Problems and the Way Forward
28 December 2006	Arusha, Tanzania	Towards an Effective Delivery of Public Services in Africa
29 September 2007	Mbabane, Swaziland	Political and Managerial Leadership for Change and Development in Africa

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Head of Civil Service
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Secretariat Général
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Government of Kenya

– Vice President for East Africa

Mr. Oliver Mobita Kalabo

Permanent Secretary
Cabinet Office
Government of Zambia

– Vice President for Southern
Africa

Vacant

– Vice President for West Africa

Vacant

– Vice President for North Africa

Dr. Yolamu R. Barongo

– Secretary General (Ex-Officio)

Honorary Patron

Hon Dr. Pontso M. Sekatle

Minister of Local Government
Government of the Kingdom of Lesotho

AAPAM DECLARATION ON IDEALS OF PUBLIC SERVICES

Made in Nairobi, Kenya on 15th August 1979

CODE OF ETHICS

**To none will we deny Service
To none will we delay Service
To none will we pervert Service**

In the belief that the political, social and economic development of a country requires a leadership from public office holders which has disciplined commitment to national goals reflecting integrity, dedication, loyalty and public accountability, the African Association for Public Administration and Management makes this public declaration defining ideals of public conduct shared by all members of our Association.

- (a) To enhance the confidence of the people of Africa in their public services and,
- (b) To fulfill the responsibility of the public services to declare its own code of conduct.

The following ethic is deliberately cast at the highest level of moral aspirations in the belief that our societies wish their public services to reflect the best of societal moral and professional standards.

Discipline

Public Office is a position of trust, holders of which have a social contract requiring the highest standards of self discipline in the services of their people. This places a heavy responsibility on the authorities within the services to ensure that the enforcement of discipline, upholds the rights of the individual whilst at the same time protects the society from incompetency, laziness and corruption.

Integrity

The Public Officer is adjured to observe honesty in all his official acts. This injunction extends beyond financial consideration to include unmerited advantage of any kind to the person, family or friends.

A Public Officer should have no other source of income than that which he is permitted by the rules of his service. The financial interest of the Public Officer must not be in the conflict with his public duty. Therefore, in financial matters, openness should be paramount.

Dedication

The Public Officer contracts with all the people of his country to deliver service with devotion and consistency to the best of his ability; to seek at all times to improve his performance by increasing the scope of his knowledge and skill; delay prevarication, or discrimination in the service of the public.

Loyalty

Any holder of a Public Office owes loyalty to the government. In his official position, he must advance, develop and defend the policies of his government at all times. Loyalty extends to all colleagues. In particular, a Public Officer has a professional duty to defend his subordinates against unfair or discriminatory actions. In the last resort, consistent, conscientious objection to policies of a government must lead to resignation from office.

Impartiality

In the extension of his duties, a holder of Public Office must exercise scrupulous impartiality and demonstrate professional objectivity.

Professionalism

The Public Officer, at whatever level, is a member of a distinct and recognized profession. He shall behave in such a way as to enhance the image of his profession.

The profession of the Public Services has the institutional responsibility to establish and maintain organizations and programme for self-appraisal of achievement, self-improvements of capabilities, and self-regulation for enhancement of service effectiveness.

Accountability

The holder of a Public Office is at times personally accountable for his official actions. The accountability embraces all levels of responsibility.

Nairobi, 15th August 1979

Annex VII

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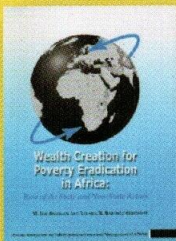
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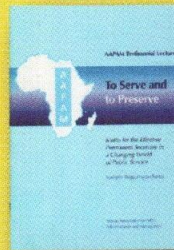


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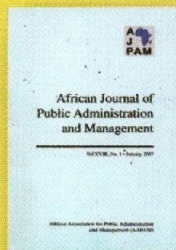
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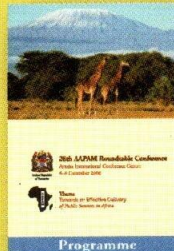
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