

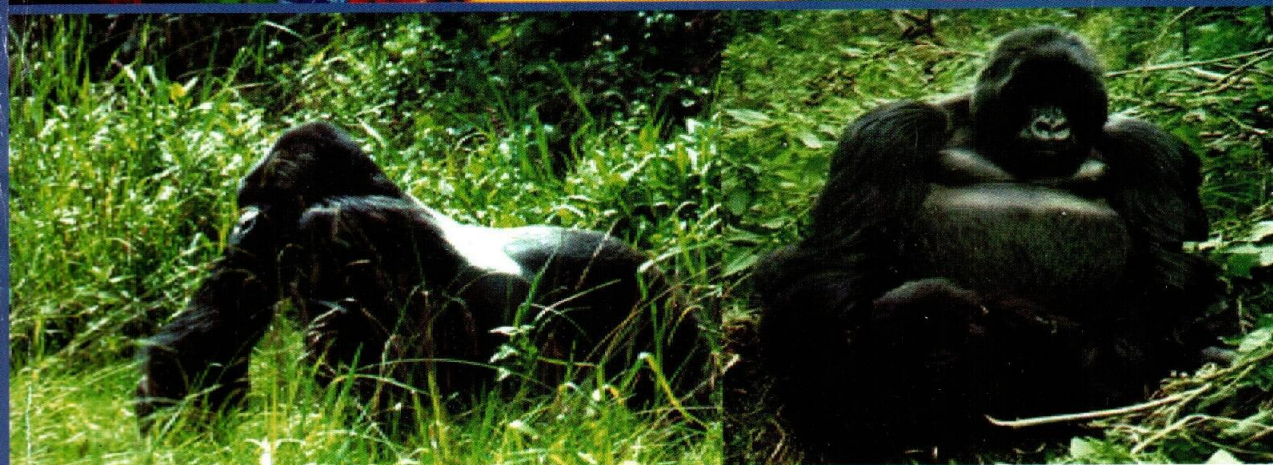
35th AAPAM ROUNDTABLE CONFERENCE Quality Leadership for Effective and Efficient Management of Public Service in Africa

African Association for Public Administration and Management (AAPAM)

PROCEEDINGS

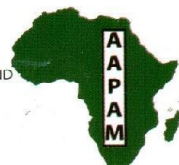
35th ROUNDTABLE CONFERENCE

Quality Leadership for Effective and Efficient Management of Public Service in Africa

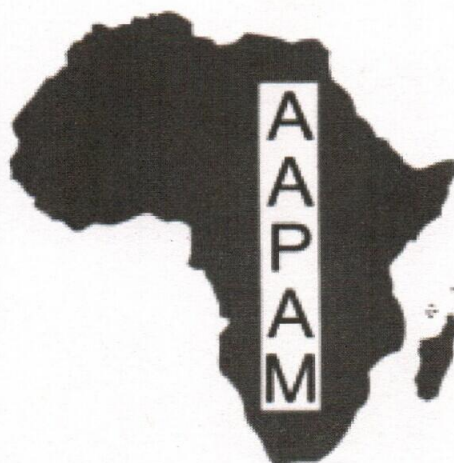


Republic of Rwanda

AFRICAN ASSOCIATION FOR
PUBLIC ADMINISTRATION AND
MANAGEMENT (AAPAM)



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



Quality Leadership for Efficient and Effective Management of Public Service in Africa

Report of the 35th Roundtable Conference of the African Association for Public Administration and Management (AAPAM)

Hosted by

The Government of Rwanda

November 18th - 22nd 2013

Principal Sponsors

1. Department of Foreign Affairs, Trade and Development (DFTAD)
2. Institute of Public Administration of Canada (IPAC)
3. United Nations Department of Economics and Social Affairs (UNDESA)
4. Deloitte East Africa

FOREWORD

The African Association for Public Administration and Management (AAPAM) Annual Roundtable conference brings together experts, practitioners and stakeholders in the public administration and management spheres in Africa and beyond. It is a premier event aimed at enhancing knowledge on international best practices by creating awareness on global socio-economic successes, challenges and lessons learned. Various participants drawn from diverse cadres thus come together to find common solutions to public sector problems, share experiences and develop networks geared towards the development of Africa.

The 35th Roundtable Conference held from the 18th – 22nd November 2013 in Kigali Serena, Rwanda, focused on the theme: “**Quality Leadership for Efficient and Effective Management of Public Service in Africa**”. The theme accurately recognized that the end product in all public service sectors is determined by the quality of leadership. For many years, development redundancy in Africa has been attributed to lack of quality leadership. The public service in Africa has been daunted for poor services both by the citizens as well as the experts. Nevertheless visible progress has been made in service delivery across the continent. One of the pertinent issues as far as public service is concerned is leadership. Hence the conference elaborately discussed matters quality leadership and its linkage to effective management in Africa.

This report gives an insight to the proceedings of the 35th Roundtable conference. As illustrated in this proceeding, the conference underscored the need for African leaders to be innovative and creative to address the ever dynamic and complex contemporary challenges plaguing the continent. It called on African leaders to be competent and adopt behavioral change management strategies. It advocated for strengthening execution capability and diverse implementation and monitoring mechanisms. Quality Leadership was cited as a product insightful institutional transformation through effective reform administrative systems.

Transformational leadership that would lead to Africa’s prosperity and sustainable development is a concerted effort, which no one country or leader could achieve alone. I conclude by inviting member states, the international community, African managers and administrators to utilize the knowledge highlighted in this conference report.

Abdon Agaw Jok Nhial
AAPAM President

ACKNOWLEDGEMENTS



The African Association for Public Administration and Management (AAPAM) would like to thank the Government of the Republic of Rwanda for hosting the 35th AAPAM Roundtable Conference. We are grateful to Dr. Pierre Habumuremyi Rt. Hon. Prime Minister of the Republic of Rwanda for formally opening the conference on behalf of the President of the Republic of Rwanda H.E. Paul Kagame.

We acknowledge the Rwanda National Organizing Committee under the leadership of Hon. Anastase Murekezi, Minister for Public Service and Labour, Rwanda, for their commitment, support and prized effort that made the conference successful. Many thanks to the people of Rwanda for their outstanding hosting prowess. We appreciate the authentic and unique Rwandan experience that spiced the conference.

AAPAM applauds Prof. Stephen Adei for his compelling Testimonial Lecture. Special thanks to our Speakers, Presenters, Chairpersons and other resource persons whose resourcefulness and precious contributions formed the backbone of the conference. AAPAM further appreciates the Rapporteur General Dr. Mataywa Busieka and his team for penning down the conference proceedings.

The conference would not have been memorable without the contribution and support of our esteemed delegates who attended the conference in large numbers. We equally recognize the presence and contribution of all the Hon. Ministers, Heads of Civil/Public Service, Permanent / Principal Secretaries and Chief Executive officers who attended the conference.

Our profound gratitudes to our development partners, especially the Department of Foreign Affairs, Trade and Development, Canada (DFTAD), the Institute of Public Administration of Canada (IPAC), United Nations Department of Economic and Social Affairs (UNDESA), Institute of International Administrative Sciences (IIAS), Deloitte East Africa, Kenya Institute of Management (KIM), the Korea Institute of Public Administration and all our other partners for their unwavering support and commitment.

Finally, thanks to the AAPAM Executive Committee, Council, Secretariat and all individuals and institutions who though not mentioned here, supported and facilitated the Rwanda conference making it exceptionally successful.

G.K. Scott
Secretary General- AAPAM

TABLE OF CONTENTS

Foreword	iii
Acknowledgments	iv
CHAPTER ONE	1
Introduction	1
Roundtable Sub-themes	1
Expected Outcomes	2
CHAPTER TWO	3
Opening Ceremony	3
Messages of Solidarity	6
Keynote Address	8
CHAPTER THREE	9
Conference Deliberations	9
Plenary Session 1	9
Quality and Effective Leadership - Conceptual Review and Definition	9
Plenary Session 2	11
Risk taking, Creativity and Innovation, are these Hallmarks of Quality Leadership?	
Plenary Session 3	13
Navigating the Conundrum that is the Political/Administrative Interface	
Plenary Session 4	16
Senior Management Leadership Development	16
Plenary Session 5	18
Human Resource Development as a Precursor for Quality Leadership	18
Plenary Session 6	20
Testimonial Lecture	20
Concurrent session 1	21
Is Emotional Intelligence a Key attribute of Quality Leadership?.....	21
Concurrent session 2	24
Creating Necessary Conditions for Women to thrive in Leadership	24
Concurrent session 3	26
Easing the Youth into the Sphere of Quality Leadership - Challenges & Opportunities	26
Plenary Session 7	28
Country Case Studies	28
The AAPAM Innovation Awards Programme	31
Informative Session & Discussions	32
Plenary Session 8	33
Rwanda's Transformational Leadership Journey: Home Grown Initiatives for Efficient Public	33
Plenary Session 9	34
Ministerial Panel: Navigating the Conundrum that is the Political/Administrative Interface Service and Sustainable Development.....	34
Plenary Session 10	36
Closing Ceremony.....	36

Appendix I	37
Conference Communiqué	37
Appendix II	41
Messages of Solidarity	
Institute of Public Administration of Canada (IPAC).....	41
International Institute for Administrative Sciences (IIAS).....	43
Appendix III	45
Speeches	45
Welcome Address.....	45
Keynote Address.....	48
Opening Speech by AAPAM President	50
Appendix IV	53
Remarks by AAPAM Innovative Management Award Jury Chairperson	53
Appendix V	55
Invitation to the 36th Roundtable Conference in Addis Ababa, Ethiopia.....	55
Appendix VI	56
List of Past Conferences	56
Appendix VII	58
Rapporteurs Team	58
Appendix VIII	59
Conference Program.....	59
Appendix IX	69
Delegates List.....	69

CHAPTER 1 | INTRODUCTION

The 35th African Association for Public Administration and Management (AAPAM) Roundtable Conference was co-hosted and organized by the Government of Rwanda in collaboration with the AAPAM Secretariat at the Serena Hotel in Kigali from the 18th to 22nd November 2013. The 35th Annual Roundtable Conference theme was “**Quality Leadership for Efficient and Effective Management of Public Service in Africa**”

The conference was attended by Six hundred (600) delegates from Thirty Four (34) countries. Among the participants were Cabinet Ministers; Heads of Public/Civil Services and Secretaries to Cabinet; Permanent/Principal Secretaries and other high ranking Government Officials; Chairpersons and Commissioners for Public Service Commission; Heads of Management Development Institutes (MDI); Development Partners; Representatives of Statutory Institutions; Scholars, Researchers and AAPAM Young Professionals.

The countries represented at the Roundtable Conference included Benin, Belgium, Botswana, Burkina Faso, Burundi, Cameroon, Canada, Congo, Comoros, Ethiopia, Gambia, Ghana, Ireland, Ivory Coast, Kenya, Lesotho, Liberia, Mali, Malawi, Mauritius, Namibia, Nigeria, Rwanda, Sierra Leone, South Africa, South Korea, South Sudan, Sudan, Swaziland, Uganda, United Kingdom, United Republic of Tanzania, United States of America and Zambia.

Several AAPAM partner organizations graced the Roundtable Conference. Organizations that sent representatives and delivered messages of solidarity to the conference were: the Institute of Public Administration of Canada (IPAC), the United Nations Department of Economic and Social Affairs (UNDESA), Deloitte East Africa, International Institute of Administrative Sciences (IIAS), Kenya Institute of Management, Korea Institute of Public Administration & African Development Bank.

IPAC also hosted a three-day gender workshop for its gender focal persons in Africa. AAPAM participated in the gender workshop as a gateway to help it come up with a gender policy.

Roundtable Objectives

In acknowledgement of the centrality of quality leadership in the reform, professionalization and modernization of the African public service, the 35th Roundtable Conference presented a platform for participants to discuss and highlight the value of quality leadership for effective and efficient service delivery. The Conference interrogated quality leadership concepts and propose avenues for leadership development for the African Public Service. To realize this broad objective, the Roundtable conference aimed to:

- (a) Undertake a conceptual review and definition with a view to clarify what quality leadership entailed.
- (b) Demonstrate the centrality of quality leadership in the professionalization, modernization and generally succeeded in implementing the reform agenda in the African public service.
- (c) Evaluate leadership capability in senior management in Africa with a view to propose further interventions to enhance aspects of quality leadership in Africa.

- (d) Propose strategies and approaches on how to de-escalate and turn the tension between the political/administrative interface into an opportunity for vibrancy of progressive ideas interplay.
- (e) Assess and elaborate on opportunities new technologies present to enhance quality leadership in the public service.
- (f) Highlight the challenges of achieving quality leadership in the face of a fast globalising world.
- (g) Develop a set of recommendations for public service organisations and policy makers aimed at more effectively managing and developing senior human resources for the achievement of better public service delivery through more effective leadership.

Roundtable Sub-themes

The following sub-themes guided discussions at the Conference:

- (a) Quality and Effective Leadership Conceptual Review and Definitions
- (b) Risk Taking, Creativity and Innovation are Hallmarks of Quality Leadership?
- (c) Navigating the conundrum that is the Political/Administrative Interface
- (d) Effective Communication is a Factor of Quality Leadership
- (e) Human Resource Development is a precursor for Quality Leadership
- (f) Recruitment and Selection as a Precondition for Quality Leadership
- (g) Quality Leadership through Performance Management
- (h) Senior Management Leadership Development
- (i) Change Management and its impacts on Quality Leadership
- (j) Is Emotional Intelligence a Key Attribute of Quality Leadership?
- (k) Creating necessary conditions for women to thrive in leadership
- (l) Quality Leadership in an Environment of Resource Constraint
- (m) How to ease the Youth into the sphere of qualitative leadership
- (n) Country Case Studies

Expected Outcomes

At the end of the Conference, participants should be expected to come out with the following set of outputs:

- (a) Reach a common understanding of what quality leadership entails.
- (b) An appreciation of how quality leadership is key to the success of reform in the African public service
- (c) Concrete recommendations on how to enhance quality leadership in Africa
- (d) Gain clear proposals on how to manage the political - administrative interface and maximise its benefits
- (e) Understand and embrace the opportunities presented by technologies to enhance quality leadership in the public service identified and elaborated
- (f) Acquire an understanding of the challenges posed by globalization for quality leadership
- (g) Concrete recommendations on the management and development of senior managers for the achievement of better public service delivery crafted and adopted.

CHAPTER 2 | OPENING & WELCOME

Program Director: Peter Malinga, National Capacity Building Secretariat, Rwanda
Rapporteur: Faustin Munyaneza : Rwanda Management Institute(RMI)

Hon. Anastase Murekezi, Minister for Public Service and Labour, Rwanda

Hon. Murekezi prefaced his welcome remarks by recognizing the presence of the Right Honourable Prime Minister of the Republic of Rwanda, Dr. Habumuremyi Pierre Damien, the guest of honour; thanking him for availing himself to officiate the opening of the 35th AAPAM Annual Roundtable Conference. He further noted that the Conference presented an excellent opportunity, particularly to African Public Sector leaders, to consider all possible approaches to aspire for a better and sustainable livelihood of African citizens through a commitment to quality and effective leadership.

Minister Murekezi highlighted that the leadership African citizens needed was one built on the use of contextualized approaches and technologies for better public service delivery, increased transparency and accountability centered on aspiration and participation of citizens. He reminded delegates that the Roundtable Conference provided an excellent opportunity for exchanging information, learning from each other and sharing experiences. He then conveyed sincere gratitude to the African Association of Public Administration and Management (AAPAM) for organizing the 35th Roundtable Conference and honouring Rwanda to host it. He expressed deep commendation to AAPAM for the firm efforts it continued to dedicate to the improvement of public administration in Africa. He concluded by welcoming all the participants in Rwanda, and wishing them fruitful deliberations.

Mr. Abdon A. J. Nhial: AAPAM President/ Head of Public Service South Sudan

In his welcome message, Mr. Nhial expressed deep gratitude and appreciation to the Guest of Honour, Right Honourable Prime Minister Dr. Pierre Damien Habumuremyi, the Government, and people of Rwanda for accepting to host the 35th AAPAM Roundtable Conference. He went on to welcome participants to the 35th AAPAM Roundtable Conference, which would delve into the captivating theme of **“Quality Leadership for Efficient and Effective Management of Public Service in Africa”**,

He anticipated that the papers presented at the conference, and discussions that would ensue would be robust. He promised participants an educative, exciting and eventful conference, noting that under the stipulated theme, the conference could not have been held in a better place and at a better time than in Rwanda: whose leadership is becoming the toast of all Africa. AAPAM President acknowledged the presence of Development Partners and also noted with delight, the presence of his fellow Secretaries to Cabinet, Heads of Public Service and Permanent Secretaries from various countries.

Mr. Nhial reflected that the theme was obviously in keeping with AAPAM's mission of promoting and spearheading best practice and professionalism in public administration and management in Africa. He further added that the theme was a reflection of AAPAM's commitment towards enhancing delivery of quality public service in Africa. He pointed out that one of the overriding objectives of AAPAM was to create and maintain a tradition of providing senior administrators and managers with a platform for exchanging ideas and experiences in public administration and management. He appreciated the generosity of the Republic of Rwanda which stands out as one of the glimmering examples of efficient and effective development oriented leadership.

The President concluded by introducing the countries that were represented at the Roundtable Conference. The following countries registered their presence: Benin, Belgium, Botswana, Burkina Faso, Burundi, Cameroon, Canada, Congo, Comoros, Cote d'Ivoire, Ethiopia, Gambia, Ghana, Ireland, Kenya, Lesotho, Liberia, Mali, Malawi, Mauritius, Namibia, Nigeria, Rwanda, Sierra Leone, South Africa, South Korea, South Sudan, Sudan, Swaziland, Uganda, United Kingdom, United Republic of Tanzania, USA and Zambia.

Right Hon. Dr. Damien Habumuremyi Prime Minister of Rwanda

The Right Hon. Prime Minister Dr. Damien Habumuremyi, on behalf of the President of the Republic of Rwanda, His Excellency Paul Kagame, conveyed a warm welcome to all delegates especially those who had travelled from far abroad to the Conference. He reflected on the theme of the Roundtable Conference and highlighted that it correctly described what good leaders, in all sectors of public service, should be identified with adding that the role of quality leadership towards this goal could not be emphasized enough. He attributed failure to pursue pathways leading to development in the African continent to leaders' poor vision and coordination; development would be attainable with visionary leadership. He reminded conference participants that developing quality leadership was a gradual process; however for the African continent, there was no time to waste.

The Prime Minister conveyed the view that leaders should be innovative, lead by example and provide pragmatic solutions that best suit people's needs. He quoted H.E. Paul Kagame, President of the Republic of Rwanda, in his remarks at the Oxford-Cambridge Club of Nigeria, in Lagos, on the 10th November, 2012, where the President highlighted transformational leadership that would lead to Africa's prosperity and ensure its relevance ought to be one that was confident, assertive and innovative, committed to promoting and defending the continent's interests. In stressing the importance of home grown solutions, the Prime Minister challenged African leaders to find new options, strategies and tools that would be used to generate more resources internally and help them to efficiently and effectively transform African leadership.

The Prime Minister thanked AAPAM for developing an innovation awards programme to reward public servants, stressing on the urgency of getting things done well. He cited Rwanda which had been able to rise from the ashes of the 1994 genocide due to efforts of Rwandan leadership. He concluded by expressing sincere appreciation to all delegates attending the Conference, with special gratitude to AAPAM for choosing Rwanda as the host of the 35th Roundtable Conference. The Prime Minister then proceeded, on behalf of H.E. President Paul Kagame, to declare the 35th Roundtable Conference officially opened.

Messages of Solidarity

Chairperson: Mr. Abdon A. J. Nhial: AAPAM President and Head of Public Service: South Sudan

Mr. Meade Brent: Institute of Public Administration of Canada (IPAC)

Mr. Meade thanked the Government of Rwanda for co-hosting the 35th AAPAM Roundtable Conference with AAPAM. He explained the functions of IPAC and outlined the partner institutions it worked with. Mr. Meade stressed that effective public sector leadership was key to the development of any country. He further cited challenges including dynamic citizen demands and outdated service delivery systems which called for visionary and strategic leaders- who would be responsive to emerging issues- to address these challenges. He added that organizations must embrace continuous development and learning. In his concluding remarks, Mr. Brent called for partnerships of governments with academia and Civil Society Organizations (CSOs) in service delivery.

Dr. John-Mary Kauzya: United Nations Department for Economic and Social Affairs (UNDESA)

Dr. Kauzya delivered UNDESA's message of support which articulated, among other things, an appreciation of the 35th Conference which he noted was timely, in view of the less than 800 days, countries had to achieve the Millennium Development Goals (MDGs). He added that UNDESA, had called on leaders to accelerate efforts to achieve the MDGs. Furthermore, he referred to the ongoing discussion on the post-2015 development agenda noting that whilst the debate continued to gather momentum, there was need for quality leadership to achieve poverty eradication and sustainable development efforts. He appreciated the important role AAPAM continued to play in promoting public administration and leadership capacity development in Africa, He acknowledged that AAPAM deliberations in Annual Roundtable Conferences promoted sustainable development in Africa and contributed towards actualizing MDGs.

Dr. Kauzya reported that despite significant progress worldwide and on the African continent, there was much to be done to achieve MDGs by 2015, he further noted that fulfilling existing commitments and accelerating development efforts ought to be every leader's highest priority. To this effect, he called upon member states and the entire international community to take necessary strides to achieve MDGs adding that the post-2015 era needed new vision. He however hastened to caution against abandoning pre-existing work started with the MDGs but rather built on the strengths and address the unfinished business of the MDGs. He concluded by assuring that UNDESA would continue to work closely with partners, including AAPAM, as it works towards a common goal of enhancing the capacity of the public sector in Africa to contribute to sustainable development.

Mr. Joe Eshun: Deloitte East Africa

Mr. Joe Eshun of Deloitte reflected in his message of solidarity that Africa was at the point of significant changes in all walks of life. Africa, he said, was striving to delight its citizens through reforms which had seen a number of interventions implemented across the continent. Mr. Eshun introduced Deloitte which he revealed was working in partnerships with a wide range of public sector organizations to improve service delivery. Through its Corporate Social Responsibility (CSR) programme, Deloitte had committed resources to public sector reforms, concomitantly; part of this support would be set aside for AAPAM programmes. He added that Deloitte had been in partnership with AAPAM since 2012, and through this partnership, Deloitte was planning to assist AAPAM to fund one research initiative annually.

Mr. Negatu Mokennen: The African Development Bank (ADB)

Ms. Bridgette Katsriku, the AAPAM Vice President for West Africa read a message of support on behalf of Mr. Negatu Mokennen of the African Development Bank (ADB). The ADB acknowledged the significant progress Africa had made in the area of public financial management systems, which had been strengthened. The ABD expressed optimism that good governance would continue to play a key role in the bank's activities. However, a critical challenge remained, which was sustaining changes related to it. The Bank highlighted the need to develop strong institutions led by strong and visionary leaders. He stressed the need for strengthening the demand side of governance which is essential for increasing accountability; involvement of Non-State Actors (NSAs) in service delivery underpinned by established performance management systems.

Amongst the bottlenecks that were impeding the improvement of service delivery were inadequate regulations and transparency, weak voice of the people and low value for money. The ADB commended AAPAM for the Awards programme as well as raising young leaders (Young Professionals Network). The ADB concluded by indicating that there was no one size fits all approach to performance management, rather countries ought to learn from each other and customize according to the needs of the country contexts. The Bank gave a firm assurance that it was committed to and would support measures towards the economic development of the continent.

Dr. Steve Troupin: International Institute for Administrative Sciences (IIAS)

Dr. Troupin outlined the key functions of the IIAS, which include organizing meetings of practitioners and policy makers for learning purposes. He explained that the IIAS conducted training programmes and developed capacity for development through organizing study groups, dialogues and international conferences. Dr. Troupin extended a general invitation to delegates to attend conferences and events organized by the IIAS. He ended his input by emphasizing that there was no one particular way to manage public services, all efforts ought be based on contexts, experiences and needs.

Keynote Address

Chair: Mr. Abdon A. J. Nhial: AAPAM president/ Head of Public Service South Sudan
Rapporteur: Ms. Josephine R. Kimaru: Public Service Management: Tanzania

Presenter: Dr. John Mary Kauzya: APS-HRMnet/UNDESA:

Topic: Developing Quality Public Service Leadership Capacities for Rapid Transformation and Sustainable Development in Africa

In his focus setting address Dr. Kauzya reflected on the current leadership challenges, ranging from ensuring and sustaining professionalism and integrity, to sustainable development and poverty eradication; creating and sustaining legitimate state institutions and developing service oriented leadership. Submitting that leadership was essentially a purposeful undertaking, Dr. Kauzya challenged African leaders to pursue a higher purpose and be able to make others understand and share that higher purpose. He opined that the very first challenge for any leader in Africa's public service was to pin-point the higher purpose that resonated with the aspirations of the African people.

Unfortunately, he added, the world is complex and was getting more complex, therefore the higher purpose for Africa was no longer seen in light of only the national or even regional aspirations but on a global scale. Whilst identifying the higher purpose was a complex undertaking, he urged leaders to include communities in their local, national, regional, and global development agenda.

Dr. Kauzya further lamented that succession planning in African countries was mostly discussed only in terms of politics and elections. He called on African member states to take seriously the question of succession planning by ensuring that it was a *proactive and systematic investment* in building a flow of leaders within the Public Service, so as to facilitate smooth transition. He added that public service leaders at all levels should be available and ready to take the relay. The challenge for Public service leadership, he suggested, was how to ensure that there was a pool of leaders always ready to take the lead in knowledge acquisition, innovation, and transformation in all fields. He also underscored the fact that diversity in Africa's Public Service had always been seen in terms of ethnicity, religious affiliations and beliefs, political affiliations, gender, sexual orientation, race, linguistic pluralism, age differences etc. He argued that for diversity to be effectively managed in a way that taps its potential for development, it must be understood more deeply and widely to include; the way people think norms, values, various knowledge banks, skills, attitudes, aspirations, outlooks, inventiveness etc. He concluded by challenging African leaders to reflect on transformational leadership at national, local, and regional governance levels. This he added, should take large scale trends by intensifying the quest for knowledge, technological applications, partnerships, and community based innovative thinking.

CHAPTER 3 | CONFERENCE DELIBERATIONS

Plenary Session 1 Quality and Effective Leadership Conceptual Review and Definition

Chair : Dr. Abdulhamid Y. Mzee, Chief Secretary, Zanzibar Government

Co-Chair: Ms. Deborah Kataramu, Permanent Secretary: Office of the President: Uganda

Rapporteur: Mr. Bernard Cyamuresi: Ministry of Public Service and Labour: Rwanda

Presenter: Dr. David K.W. Ssonko - Uganda

Topic: *The Challenges of Senior Public Sector Leadership: What Leadership Development Programs can lead to Improved Service Delivery?*

Dr. Ssonko commenced his presentation by stressing that public service was a key determinant to every nation's development. He noted that currently in Africa, there was an increasing demand for capable leadership that would satisfy citizens' ever-increasing needs. Insisting that the concept of leadership had different definitions; Dr. Ssonko outlined some qualities that would distinguish an individual as leader including; strategic planning, vision setting, establishing the direction to follow, and bringing people together for achieving desired organizational goals. He expressed the view that a leader had to possess the power of a warrior, in order to be able to fight for organizational development agenda; he needed also to be a wizard, to be able to bring insights and meaningful vision into management of public administration. Furthermore, a leader ought to be equipped with competences that had to be advanced from time to time so as to succeed in the current changing and developing world.

Dr. Ssonko underscored that to professionalize public service leadership; leaders needed to take care of their succession planning, develop their public servants and mobilize them to achieve organizational results. He added that leaders must also mobilize their subordinates to uphold necessary ethical values to be more effective agents of change and satisfy citizens' expectations. He went on to highlight key competences a professional leader would possess for organizational development. These include integrity, good behaviour, visionary and strategic thinking, accountability and decisiveness. He further submitted that good leaders had to learn by interrogating the status quo and questioning the existing organizational frameworks. Lessons learned had to guide leaders in the formulation of appropriate policies, laws and programs aimed at shaping a good future for their organizations and improvement of citizens' livelihood. Dr. Ssonko concluded by reiterating the need for leaders to always learn, adding that quality leadership went hand in hand with continued learning. To advance leadership learning, he called on African countries to build the capacity and invest substantially in Management Development Institutes (MDIs).

Presenter: Dr. Eun-Jae Lee: President Korea Institute of Public Administration (KIPA)

Topic: *Korea Experience in Leadership Management and Development*

Dr. Lee shared the good experiences that the Korean Government had derived from the historical development of Saemaul Undong movement, which was designed as an initiative to motivate South Korean citizens to fully participate in the country's development programs. Time after time, the Saemaul Undong movement has evolved to meet critical needs of current times, like implementing environmental policies and carrying out voluntary services to foster the development of disadvantaged and marginalized people in the Korean society. The movement was able to achieve its desired goals as a result of concerted efforts among its managers from the lower level up to the top.

Its success was also due to the great commitment of supreme leaders and the way they collaborated with the leadership of the movement at the local level and the communities. Dr. Lee explained that top government leaders set a vision to be achieved, provided necessary guidance to local leaders, ensured inclusiveness of men and women into the movement leadership and management, empowered local communities and carried out regular coaching, monitoring and evaluation to ensure the movement programs and objectives are attained.

Dr. Lee revealed that the Saemaul Undong movement had brought many significant contributions to the development of South Korea including changing rural people's way of thinking, advancing participatory approaches in solving communities' problems, leadership development, improving rural economy and infrastructure, developing social capital such as trust, network, civil society, etc. as a result of the cooperation. Dr. Lee further highlighted that a series of the Saemaul Undong contributions would be the most significant prerequisite for self-reliant socio-economic development in Korea over the next several decades. Concluding her presentation, Dr. Lee called on African countries to learn from other countries' best practices by studying carefully approaches that would better fit the context of their respective countries. She further recommended, building on existing resources and enhancing citizens' participation in country development programs.

Discussions/Observation/Recommendations

The conference took the view that since many dynamics influence public services leadership especially political patterns, leaders had to learn and use appropriate collaborative approaches to work with political leaders by complementing each other on the way to develop efficiency and effectiveness in public service management. Public service should develop leaders' competency frameworks and utilize them in recruitment processes to hire the right skills capable of enhancing public service performance and productivity.

On the matter of transparency and accountability, behavioural change by leaders was highlighted as a necessary value public service leaders needed to be equipped with in order to propel African economic development. Public service leaders were called upon to engage in continued learning processes; to enable them cope with the demands of the changing environment in which they operate. The concept of entrepreneurship in public service management and development was cited as one way to bring about new options, initiatives and ideas by leaders in order to shape the strategic future and vision of organizations. It was recommended that leaders should recognize their role of providing strategic orientations to citizens and give them necessary guidance to ensure they follow established policies, laws and regulations. Efforts geared towards training citizens about anticorruption mechanisms were deemed necessary to stop adverse effects on government programs and development. Conference reiterated that African public service needed to take advantage of and utilize Information Communication Technologies (ICT) to shift from traditional methods and approaches, which had proven to be time consuming, as a way to develop public administration in Africa.

Plenary Session 2

Risk taking, Creativity and Innovation, are these Hallmarks of Quality Leadership?



Chairperson: Hon. Dr. Motloheloa Phooko: Minister of Public Service: Lesotho

Rapporteur: Josephine Kimaru: Public Service Management – Tanzania

Presenter: Atolagbe Alege Gambari Director of Studies Administrative Staff College (ASCON)
Nigeria

Topic: Risk taking, Creativity and Innovation: are these Hallmarks of Quality Leadership?

Mr. Gambari began his presentation by highlighting a conceptual overview of innovation and its importance to service delivery. He explained that public sector operated within pre-set confines of seemingly intractable procedures, bureaucratic rigidity, guidelines and policies which were alien to modern management techniques and realities, therefore stifling risk taking, creativity and innovation among public servants. He also presented the conceptual overview of risk and creativity. He further outlined environmental factors that inhibited risk taking and innovation; whilst elaborating enabling factors which would inculcate the culture of risks-taking and innovativeness in public organizations.

Mr. Gambari outlined the following as internal drivers to risk taking and innovation: organizational culture, leadership, entrepreneurship, organizational intangible resources and political environment. On external drivers, economic, social, ecological and legal environment were singled out, while collaboration and linkages were added as part of the external factors. He further outlined approaches to be applied by public managers in order to enhance innovation and risk taking. Mr. Gambari wrapped up his presentation by stressing that innovation and risk-taking were only two aspects of a major cultural change for the

public service, influenced by the paradigm shift from bureaucratic functioning and control to a focus on quality, service and results. In appreciating the enormity of the challenge, he called for borderless institution in the public sector. He explained that such did not mean a creation of organizations without structure, without legislative frameworks or without accountability, rather, it was an institution committed to reducing the barriers to the flow of ideas and information within and among public sector organizations.

Presenters: Ms. Nombulelo Nikiwe - Deputy Director Department of Public Service and Administration (DPSA) and **Ms. Leighanne Naicker** - Assistant Director: Skills Development Trade and Industry, Government of South Africa

Topic: *Risk Taking, Creativity and Innovation for Quality Leadership: the Case of Organizational Performance at the South Africa Department of Home Affairs*

In this paper, Nikiwe and Naicker examined the remarkable service delivery turnaround that the South African Department of Home Affairs (DHA) had accomplished over the years. The paper discussed how the DHA led this process of transformation by becoming more operationally oriented, radically enhancing the potential of frontline staff by placing greater emphasis on basic administration and capacitating senior management staff through a rigorous and effective in-house coaching and mentoring programme. By employing these bold initiatives, the DHA had proven that it was possible for government to be innovative, creative and risk-taking for the betterment of public administration in South Africa.

In summary, the presenters argued that the assertion that innovation was an important characteristic of leadership held true in the analysis of the DHA turnaround strategy. The leaders and decision makers of the DHA identified novel ways that would transform the DHA from an inefficient organization to a model for the South African public service. The leadership in the DHA has demonstrated that taking the correct risks was necessary in realizing the goals of the strategy.

Presenter: Mr. Joe Eshun- Operations Leader Deloitte East Africa

Topic: *Re-inventing Public Administration in Africa*

Mr. Eshun presented on Deloitte's efforts in Africa which includes collaborations and partnerships with public administration of Africa. He reported that Africa was undergoing massive development transformation which was bearing positive results. He outlined Africa's past public sector reforms initiatives, highlighting its impact and challenges encountered in the implementation phase. He revealed that that Deloitte was one of the partner institutions that has played an active role in Africa's public sector reform agenda. On the question of re-invention of public administration for the future, Mr. Eshun recommended behavioural change, strengthening of execution capability; diverse implementation and monitoring mechanisms as well as pursuing the solution economy or exploring the unknown approach.

Discussions/Observations/Recommendations

Plenary responses suggested that hierarchy and rules were not necessarily obstacles to innovation or development, but there were best practices for public organizations. Delegates argued that change management was important for the transformation of public sector institutions and public servants. Some delegates took the view that risk taking was more clearly defined and accepted in the private than public sector. Delegates highlighted challenges facing public administration, adding that those challenges could be mitigated through successful implementation of reforms; therefore reform agenda needed to be taken positively and put to effect. It was further stressed that reforms were not the only solution to African problems, but development solutions needed to be part and parcel of plans and strategies of the public sector transformation.

Plenary Session 3

Navigating the Conundrum that is the Political/Administrative Interface

Chair: Hon. Prisca Sezi Mbaguta- Minister of state for Public Service: Uganda.

Co-chair: Ms. Mbako Nangula- Public Service Office of the Prime Minister: Namibia

Rapporteurs: Ms. Jennifer Mujuni- National Capacity Building Secretariat: Rwanda

Mr. Faustin Munyaneza: Rwanda Management Institute (RMI)

Presenter: Dr. Mataywa Busieka: Department of Public service and Administration (DPSA)-
Republic of South Africa

Topic: *The Political/ Administrative Interface Conundrum: Lessons and Opportunities from the South African Case Study*

Dr. Busieka's presentation was based on a case study that highlighted South Africa's experience with managing the tensions that arose from the political/administrative interface, which for South Africa, had led to a high turnover of Heads of Departments (HODs) from the public service. In drawing from experience elsewhere, the study reported the challenge of HOD turnover resulting from the administrative/political friction was an international phenomenon. The study outlined lessons learnt which were transportable to other jurisdictions that quest for stability in the administration.

Dr. Busieka submitted that the position of Head of Department entails a high level of engagement with stakeholders hence carry significant political implications for government. This imperative, he argued, made some level of political guidance and involvement not only necessary, but also appropriate. He added that the HOD's position required people who were able to embody the value perspectives of the new society and were able to engage with the political policies of the government in power. This system, he further stressed, needed to be strengthened by putting in place rigorous recruitment and selection processes which would ensure that the best talent is attracted to the administration and that appointed senior officials have the capacity, depth and dexterity to understand as well as sustain healthy

and robust engagement with political change and the tensions generated by political office bearers' demands.

Presenter: Dr. Tunji Olaopa- Permanent Secretary Ministry of Labour and Producing, Nigeria

Topic: *Leadership Deficit and the Crisis of Institution in Africa: An Analysis of Nigeria's Reform Context*

Dr. Olaopa's presentation examined the historical trajectory of Nigeria's peculiar institutional crises and proposed new approaches which put into consideration the role of leadership in determining a systemic and overarching public service reform in Africa. The paper set out to re-examine the much talked about leadership deficit in Nigeria from an institutional perspective as a classic case of African leadership predicament as well as to lend a better understanding of the reform dynamics that would coalesce around a strategic critical mass of individuals with the institutional requirements to push through the required transformation. He insisted that this type of approach was necessary especially within the public service which was the engine room for change, given the irreducible thesis: 'if public administration fails, all else fails'.

Dr. Olaopa opined that the critical lesson that ought to give practitioners across Africa a serious pause was essentially, that structures and practices need not necessarily harden into institutions, until they had been deemed capable of effectively regulating the behaviour of players in the system. In addition, institutions must seek the attainment of prescribed objectives and vision, and move with the current of inter-generational change, while retaining their basic character in the course of systemic growth and development. He concluded that the Nigerian polity must, therefore, seek to pursue a programmatic and pragmatic approach to the institutional transformation which would take it to its desired future, through an effective reform to transform its administrative system.

Discussions/Observations /Recommendation

At plenary discussions, delegates rigorously interrogated the theme of leadership deficit which was considered interesting. Delegates decried the deficit in leadership on governance side, which was aggravated by lack of institutional platform that could support the development of competent leaders, with needed capacity to implement strategic plans. Conference therefore recommended that political leaders build institutions that will make their work easy. Delegates stressed the important role political leaders needed to play in crafting a vision for the people and institutions hence the need for a symbiotic relationship between leaders and institutions which was imperative for developing quality leadership. It was pointed out that the bureaucracy should be deconstructed in order to transform it from being mere structure, into a value-based institution which could recognize that public administration had a strong and evolving theoretical foundation.

The conference further recommended that with base fundamentals properly defined, it would be easy for Africa to make some assumptions while adapting global best practices to African context. For excellence in service, there was need for reform to get the basics right, such as MDIs implementation capability readiness. Conference called for a new generation of public managers committed to the agenda of installing a new productivity paradigm in the public service, through among others, evolving a new career management system leading to the development of officers with high competences, capabilities and skills. There was also a need for a robust learning and development system, for constant re-skilling and retooling, in order to strengthen and leverage Public Private Partnership (PPP) to facilitate, and deepen effective service delivery, through reorienting and rebranding the public service as a profession, through deep-seated, robust, competency-driven, competitive, people-oriented professionalization schemes rooted in change of the culture of doing things.

Delegates stressed the need to develop clear tools to track performance of HODs, especially those appointed on short contractual terms so that their performance determined contract renewals. Delegates appreciated that the South Africa case had highlighted that HODs appointed on contractual terms based on merit, tended to perform well. This was enhanced by the fact that these senior officials went through rigorous competency processes. Delegates faulted the South African model where political leaders yielded influence and power over HODs, in so doing, they risked making it possible for leaders to interfere with department's operational issues. In recognizing the importance of loyalty to the government of the day, delegates recommended the tooling of HODs to empower them to be able to adapt to political change and work well with political office bearers without compromising service delivery, their values and performance.

Conference stressed the need for a clear definition of the roles and responsibilities of HODs and the political leaders to lessen areas of tension. On the question of security of tenure, two contending schools of thought emerged – one was for those who advocated short-term contracting, which they argued inspired HODs to perform well in anticipation of rewards of renewing their contractual tenure, whilst the other school of thought argued that contractual tenure caused heightened uncertainty and therefore apathy towards work. Some delegates argued that too much political influence was detrimental to effective service delivery, since politicians tended to focus on short term gains and divert from long-term strategies which cost institutions enormous resources.

Conference also stressed the need to set clear goals, visions and strategic objectives for administrators and politicians, so as to ensure that the relationship depended on and was measured by performance on both sides. For instance, introduction of performance contracts binding both parties to accomplish their defined duties to avoid interference was cited as a best practice. In addition, delegates opined that innovation should not be fostered by contractual obligations only but also by rules and a culture of relevancy to societal

needs. Delegates agreed that in the end, strong institutions were the surest way to ensure administrative/political stability, since people could come and go, but institutions were meant to last and serve future generations.

Plenary Session 4
Senior Management Leadership Development

Chairperson: Hon. Prisca Sezi Mbaguta- Minister of State for Public Service: Uganda

Co-chairperson: Mr. George Yambesi- Permanent Secretary Public Service Management: Tanzania

Rapporteur: Mr. Gaspard Musonera- Ministry of Public Service and Labour: Rwanda

Presenter: Dr. John Lavelle: HR Strategy Advisor UNNDESA/APS-HRMnet

Topic: *The Role of Public Sector Human Resource Managers in Developing Leadership capacity in the Public Sector in Africa*

Dr. Lavelle defined leadership as the management of four elements namely; attention, meaning, trust and self. Management of attention entails forward looking plans, implying a strategic look at the future which is actually linked with the management of "meaning" referring to the capability of the leader to convey a message of the direction to take. The management of "trust" refers to what instils in people the enthusiasm to support the leader and leverage the legitimacy of the leader, whereas the management of "self", turns back to the leader her/himself, suggesting that the leader needs to know her/himself and show readiness to accept feedback and criticism. The presentation emphasized the relationship between public human resource managers and leaders, with the former significantly supporting the leaders' capacity development initiatives.

Dr. Lavelle stressed that human resource managers helped leaders to grow by enabling the early identification of potential leaders, at the same time, sustainably and continuously supporting their capacity and personal development throughout their tenure. On the other hand, he stressed that human resource managers not only helped leaders grow, but also helped them to deliver, so as to gain and sustain maximum trust and subsequent legitimacy. In this regard, he added, human resource managers had a stake on strategy and policy development as well as, implementation geared towards

results; particularly in the sense that they were responsible for the provision of capable human resources, not merely attracting and retaining them, but also ensuring their uninterrupted professional and personal development, as well as the appropriate management of their performance. In concluding his contribution, Dr. Lavelle cautioned against ignoring issues and challenges which could punctuate the path of leadership identification and development.

Discussions/Observations/Recommendations

The main focus during plenary interventions was on two main points; the human resource managers' role and their position within institutions, as well as the relationship between HR managers and leaders, in terms of development of the former. Conference agreed that the two points were closely interlinked. A number of plenary interventions highlighted the challenges faced by HR managers while performing the expected HR management role, while their structural positioning in the organization did not empower them to carry out their functions effectively. Delegates stressed that the HR role was crucial in institutions thereby, HR managers should not be mere managers; but essentially, high profile professionals, who further perform HR management as a career, rather than an assignment, which could among other things, reduce the turnover risk and allow retention of capable HR managers. This point further re-emphasized with a rider was that the role of HR had shifted from HR management to Human Capital Development; since it appeared that even in a situation of proven good leadership, there always arose an interest in the quality of those managed, translating the need for HR managers to have the required capacity to influence that development.

In addition to the foregoing Conference also highlighted that HR managers had a critical role to play in developing leadership; specifically, the relationship between HR managers and leaders, there was also a need, to interrogate who were the HR managers and whether they had been placed in positions where they were visible enough to effectively fulfil the heavy mandate expected of them. Delegates expressed the strong view that in Africa's public administration, HR managers' positions did not lend them ample space to play the strategic role expected of them to add value. Delegates strongly advised leaders to accord HR managers the sufficient leeway and authority to be heard and build the institution's capacity. In this instance, the relationship between leaders and HR managers is appealing for mutual support between them where it was suggested that leaders should help HR managers grow so as to allow them to gain the required capacity which would in turn help leaders grow.

Delegates also expressed the view that HR managers needed to efficiently manage the relationship between the political and the administrative interface, in promoting the interest of public institutions in terms of performance. Conference also examined the dilemma of what comes first "manager" or "leader", it seemed logical to start with the manager and possibly develop in the process, leadership qualities. Another recommendation related to the a wake- up, made to higher learning institutions to adapt to new demands and requirements of the changing realities and environments of HR management with the rise of technology leading to unusual situations such as virtual offices to which unacquainted people may fail to adopt despite benefits they may derive in terms of HR management aspects.

Plenary Session 5:
Human Resource Development as a Precursor for Quality Leadership

Chairperson: Hon. Celine O. Kombani: Minister: Public Service Management: Tanzania
Rapporteur: Ms. Josephine Kimaro: Public Service Management: Tanzania

Presenter: Mr. Wellars Gasamagera: Director General Rwanda Management Institute, Rwanda

Topic: *Quality Leadership in Practice: A Participative Service Delivery Model Applied by Public Institutions in Rwanda*

In presenting the Rwandan experience in service delivery, Mr. Gasamagera commenced by highlighting service delivery challenges, and how these affected the economy and social spheres of Rwanda. He explained the Rwanda Participative Model which involved prioritizing best outcomes for service users in the complexities and realities of practice, combining values and ethics of care with the implementation of law and policy, engagement with the human dilemmas and challenges of goal setting and responding to the agendas of service users and practitioners. Some of the lessons learnt from applying the model in Rwanda was that leadership is critical, of equally importance was flexibility and empowerment of the citizenry. Case studies of two institutions which applied the model were Rwezamenyo Sector and King Faisal Hospital, the positive results of interventions were presented.

Mr. Gasamagera argued that service delivery should be coordinated by an effective leadership that allowed practitioners and the citizenry to identify challenges, so as to address them efficiently. He advised administrators and leaders to ensure that the right diagnosis was indeed applied by embracing stakeholders' contributions along the way. Once solutions to be applied were drawn, implementation stage would involve all stakeholders. He reflected that quality leadership strived to provide services to bring about the right response to the real issues at the workplace. He noted that the exercise should not ignore beneficiaries' participation and must be imbedded in the organizational culture. He concluded that this was the surest approach to deliver a strong impact and foster greater ownership of home-grown solutions. He indicated that public institutions in Rwanda had embraced the culture of citizen-centered service delivery, yet despite unavoidable concerns caused by a number of shortfalls, top leadership always energized service providers to exert their duty with utmost care.

Presenter: Prof. Gelase Mutahaba- Lecturer University of Dar Es Salaam : Tanzania

Topic: *Achieving Good Governance and Development in Tanzania: Is Leadership the Missing Link?*

The focus of Prof. Mutahaba's paper was on the role of leadership in governance and development in Tanzania. Firstly, the paper raised fundamental questions about leadership

which were: what was special about leadership in the governance and development process? Does governance and/or development really need leaders to happen? Secondly, even when a development role for leaders was found, there was still need for clarity on what 'leadership' meant. Thirdly, was there an extricable link between power and leadership; in other words, does one need to have or to seek power to lead in governance and development situations?

Prof. Mutahaba responded to these questions by stressing the importance of clarity on leadership and its role. He presented a conceptual framework and outlined categories of leadership including rulers, strategic visionaries and policy making; leadership as management; intellectual, opinion and civic leaders; re-invented semi-retired and totally disengaged leaders. The currently relationship between leadership and development tends was viewed in four ways; the plainly sceptical, the transformational, the transactional, and the situational. He then proceeded to present the Tanzania experience in approaching the leadership question through defining leadership types from independence, emergence of political pluralism to date. He reported that to date Tanzania had never had another philosopher King like the late Julius Nyerere, the first President of the Country. He concluded by appealing to Tanzania to nurture the route and create institutions that made governance a shared business involving all stakeholders.

Discussions/Observation/Recommendation

In appreciating Rwanda's approach on empowering citizens to hold the government accountable, the conference recommended the model to member states as a best practice in service delivery worth investing energy and resources, especially its PPP component. Responding to a question on what approach Rwanda used to sensitize and enlighten citizens to demand their rights in service delivery, Mr. Gasamagera explained that the government of Rwanda's main challenges on this approach was cultural and low level of education, these were addressed through vigorous sensitization campaigns at all levels. He further explained that people as well as the private sector, participated in development projects through forums that had been established at lower levels of communities.

Commenting on Prof. Mutahaba's paper, delegates expressed the view that leaders came from communities, and managers were not necessarily leaders, though both were important and necessary. Delegates further underscored that a leader inspired and empowered people eventually held them accountable. Generally, it was accepted that leaders and leadership cannot be overemphasized, and all groups of people needed leaders.

Plenary Session 6 Testimonial Lecture

Chairperson: Mr. Alex Onzima: Minister for Local Government: Uganda
Co-chairperson: Mr. Ernest S.A. Surrar: Secretary to Cabinet: Sierra Leone
Rapporteur: Faustin Munyaneza : Rwanda Management Institute(RMI)

Presenter: Prof. Stephen Adei: Retired Rector of GIMPA: Prof. of Economics and Leadership,
Pentecost University College Ghana

Topic: *Innovation and Change in Public Service: the Leadership Factor*

Prof. Adei prefaced his testimonial with a broad overview of his extensive experience, across different domains such as in public sector, academia and international organizations at senior levels. He was pleased to share especially with the young professional public servants, who he wished could draw from his massive experience in those challenging roles. He singled out character, professional competence and care for others as attributes that can carry young professionals through all circumstances to succeed as a public servant, at the national or international levels without regret. He admonished young professionals against seeking honours but rather, dedicate themselves to serve. He then shifted focus to the leadership factor and its relationship innovation and change in the public service. He drew examples from his illustrious service around the world, but principally shared his experience as the CEO of GIMPA for nine years, when he was 60.

Prof. Adei expounded the view that leadership was a critical factor in fomenting innovation in the public sector and revealed that in recent times, change and innovation in public service was gaining prominence. He further reminded delegates that people sought out in the public sector were those who would promote institutional adaptations in the public interest. He observed that increasingly, public servants were now among the good practitioners of innovation and change management. He further cited some examples such as GIMPA, where he contributed to the Institution's achievement of the status of the best Management Development Institute in Ghana. Similarly, he cited the case of Rwanda which had used technology to improve immigration, especially passport and visa services. Through innovation, the Rwanda health services had also improved at rates unknown to most parts of the continent. Rwanda government in addition, built schools at half price to afford opportunities to children to access education. He expressed optimism that Rwanda was clearly a country going somewhere; given the quality of its political leadership, the commitment and discipline of its public service and willingness to innovate. He concluded his lecture by quoting Myles Monroe, "Whenever a nation has lack of quality, legitimate and just leaders, national deterioration occurs...." Quality leadership is a key to a prosperous, peaceful life and sustainable democracies. Whilst lamenting the glaring leadership deficit in Africa, he rested his case by singling out Rwanda as a notable leadership model to emulate.

Discussions/Observations/Recommendations

Delegates applauded Prof. Adei for his illustrious career in the public sector spanning many years. The conference expressed great admiration for Prof. Adei's impressive array of achievements and were delighted that he had, during his tour of duty in the public sector, displayed impeccable leadership qualities worth emulating by upcoming managers and leaders. Delegates noted that Prof. Stephen Adei's leadership tenure was characterized by innovative approaches to change in the public service. The conference agreed that GIMPA's success model was a useful template for leadership lessons to those assuming such roles. On the question of what he could have done differently, Prof. Adei admitted that, among other things, he should have anticipated the backlash associated with change management adequately and prepared better to manage it. He also acknowledged communication lapses with staff, admitting that a less abrasive management style would have left less bruises and challenges, for both the leader and those led.

The conference acknowledged that Prof. Adei's success at GIMPA demonstrated that quantum improvement was possible in organizations, including the public sector. Excellent change management strategies were the gist of GIMPA's success story; vision, creativity, innovation and rigorous change management carried the day. A view was taken that in the cause-effect relationship; leadership was cause, while everything else was effect. Delegates commended Prof. Adei's experience to the young professionals and invited them to be inspired accordingly by becoming visionary leaders, good innovators and always have a knack for risk taking to thrive through a well balanced life.

Concurrent Session 1: Is Emotional Intelligence a Key attribute of Quality Leadership?

Chair: Hon. Aadroa Alex Onzima: Minister of State for Local Government: Uganda
Co-Chair: Mr. Gabriel Lengoiboni: Secretary: Teachers Service Commission of Kenya
Rapporteur: Mr. Bernard Cyamuresi: Ministry of Public Service and Labour: Rwanda

Presenter: Mr. Martin Muhereza: Lecturer Uganda Management Institute

Topic: *Is Emotional Intelligence a Key Attribute of Quality Leadership?*

In introducing his presentation, Mr. Muhereza shed light on different definitions that scholars and academics attributed to the concept of Emotional Intelligence. Most of the definitions converged in characterizing emotional intelligence as the ability to perceive, control and evaluate one's emotions. Mr. Muhereza noted that there was a direct link between emotional intelligence and good leadership. He clarified that emotional intelligence lead to development of good qualities of leadership, which in turn lead to organizational efficiency. Leaders with emotional intelligence were well tuned to the emotions of their employees, organizational stakeholders and even service beneficiaries as they were able to get a picture of what was going on around them. He further highlighted that emotional intelligence could be learned, although some people were born with a personality that readily practiced it.

Mr. Muhereza elucidated the results of a survey he had conducted in Kampala, Uganda where 30 professionals were asked to talk about the role of emotional intelligence for leaders. One of the astounding findings of the study was that 96% of professionals strongly supported the view that emotional intelligence was a key attribute to quality leadership. The results supported the view that emotional intelligence should be acquired by leaders in their various categories, as an enabler of achieving their vision and organizational objectives. He contended that what distinguished the best leaders from the majority was their level of emotional intelligence. He concluded by admitting that the term emotional intelligence had not been in use for many years, but hastened to clarify that the term had come in handy to explain factors responsible for successful leadership. He concluded that the contribution of emotional intelligence to efficiency and effectiveness in the public service was explored, leading to the discovery that an effective public service is highly dependent on emotional intelligence of its leaders and this makes it relevant to the achievement of good governance.

Presenter: Ms. Josephine Rogate Kimaro: Public Service Management: Tanzania

Topic: *Leadership Innovative Approaches to attracting and retaining Human Resource in hard to reach and underserved districts in Tanzania*

Ms. Kimaru's contribution sought to demonstrate that innovative leadership approaches could and did attract and retain staff in hard to reach and stay areas. Her paper discussed the innovative approaches on staff incentive packages that were designed and implemented in hard to reach and underserved areas in Tanzania. The results of this intervention showed that leadership had an important role to play in the careful design and judicious implementation of staff retention incentive packages, leading to a positive impact in attraction and retaining scarce skills in hard to reach and underserved areas. She elaborated on efforts made towards improving service delivery and communities' livelihoods in two Tanzanian Districts.

Ms. Kimaru highlighted different interventions/incentives adopted by concerned local government authorities. Among these, she pointed out a good communication strategy between authorities and staff deployed in Hard to Reach Areas, such as provision of special induction courses aimed at clarifying critical responsibilities that deployed staff are to assume, organization of special welcoming events by the local leadership, special housing scheme, and so on. All these interventions were aimed at ensuring that deployed employees were attracted to those Hard to Reach and Hard to Stay Areas. She concluded by admitting that although it was still early to measure the impact of this specific intervention, it was becoming apparent that good quality leadership was essential to improving the working conditions of health workers, this was critical in attracting and retaining such staff in hard to reach and underserved areas. She hoped that the strategies employed by leadership in Kigoma and Nkasi district councils would be scaled up to other districts or areas with similar challenges in Tanzania and beyond the borders.

Discussions/Observations/Recommendations

Responses in the plenary largely admitted that the notion of emotional intelligence and its big impact on professionalizing public service leadership had not been fully explored in the African public administration. In view of this realization, a recommendation was taken urging AAPAM to mark emotional intelligence as an important topical issue at seminars, workshops and conferences in order to take full advantage of its understanding and application in public service, especially with regards to the question of leadership development.

Conference was in agreement that emotional intelligence had the necessary ingredients to inculcate the ethos of professionalism in the public service which was the overriding value that encompassed all other norms that guide the public service and lead to good governance. Those values include; loyalty, neutrality, transparency, diligence, punctuality, effectiveness, impartiality, and other values that may be specific to the public service of individual countries. In a bid to inculcate emotional intelligence, MDIs involvement could be sought in developing leaders' emotional intelligence through training, at workshops and in seminars, as a way of leadership capacity building strategy. Conference acknowledged that most African countries had to some degree Hard to Reach and Stay Areas, thus public service leaders in Africa were called upon to be visionary, proactive and innovative in tackling service delivery challenges posed by those areas. In an attempt to find sustainable solutions to these challenges, delegates recommended that policies, strategies and programs designed to cover those areas should ensure that special interventions/incentives were gradual development approaches, with the aim of equalizing public service delivery across the whole country.

Delegates reiterated that good quality leadership was essential to improving the working conditions for public servants, which was critical in attracting and retaining competent staff, especially when it came to Hard to Reach and Stay and underserved areas. Some of the strategies employed by leadership in two Tanzanian districts of Kigoma and Nkasi to retain public servants in Hard to Reach and Stay areas would inspire African public service leaders to scale up the practice to other African areas and regions that faced similar challenges. The Tanzanian model was commended by delegates as a best practice in innovative approaches to addressing service delivery challenges, in far flung underserved areas, which scenario characterize the African geo-political landscape.

Concurrent Session 2:
Creating Necessary Conditions for Women to Thrive in Leadership

Chair: Mr. Titus M. Ndambuki: Vice President AAPAM: East Africa

Co-Chair: Mr. Hoolass A. Koomar: Principal Secretary Ministry of Public Service-Mauritius

Raporteurs: Ms. Jennifer Mujuni: National Capacity Building Secretariat – Rwanda

: Mr. Bernard Cyamuresi: Ministry of Public Service and Labour -Rwanda

Presenter: Ms. Esther Njiru- Senior Principal Lecturer, Kenya School of Government, Kenya

Topic: *Nurturing Entrepreneurship in State Corporations in Kenya as a Key Focus for Leadership*

Ms. Njiru's input delved into and amplified the proposition that risk taking, creativity and innovation were key characteristics of effective leadership. Since the three concepts defined entrepreneurship, the paper assessed the application of the concepts within the context of state corporations in Kenya. She decried the dismal performance of state corporations in Kenya which, as demonstrated by reports of unrelenting financial and managerial woes, fell far below standard. In an attempt to reign on the rampant mismanagement, the Kenyan government had introduced various reforms, with emphasis on performance improvement and self-sustainability, self-sustaining demanded that state corporations continuously improved and market their products and services. Ms. Njiru's study analyzed the prerequisites and outcomes of entrepreneurship in state corporations in Kenya. Among the constructs of the prerequisites that were studied included: motivation; rewards and communality; training and development; enabling work environment; organizational entrepreneurial orientation; individual motivation; individual competence; and individual entrepreneurial orientation.

Ms. Njiru reported that the outcomes of entrepreneurship that were studied were employee perceptions of job satisfaction, customer satisfaction and financial performance. The results of the research indicated that the key prerequisites of entrepreneurship, which had significant influence over the outcomes, were individual motivation; enabling work environment; organizational entrepreneurial orientation; rewards and communality; and individual entrepreneurial orientation.

The study concluded that some prerequisites had an antecedent effect on other prerequisites. The study identified a need to reduce bureaucracy and excessive formal processes in state corporations, because they stifled innovativeness. She further recommended that management should foster entrepreneurial activities that were initiated by employees.

Presenter: Mr. Saidi H. Nassor, CEO and Principal of Tanzania Public Service College

Topic: *Leadership Competency Framework: Guidelines for implementing the Framework*

Mr. Nassor presented guidelines for implementing a leadership competency framework. After clarifying that competence represents the skills, knowledge and behaviours required

for effective performance of a given job; Mr. Saidi extrapolated that implementing a competency framework required first, to determine the core competencies desired in an organization. Such competences must be designed in line with the country development goals. In this respect, he noted that developing core competencies required time and resources in addition to a strong management commitment to planning and development. Once core competences were developed, it would become necessary to train people on these competences so that they can easily adapt to them. In conclusion, Mr. Saidi suggested that for effective implementation, core competencies must be institutionalized through organizational processes and procedures to become the natural way the organization operates.

Presenter: Ms. Tiyisere Mercy Chikapa- Lecturer University of Malawi

Topic: *Work-life Balance Policies and Women in Leadership*

Ms. Chikapa's contribution articulated the imperative of a business case on work-life balance policies as a condition precedent for women to thrive in leadership positions. Work-life balance policies, she argued, had the potential to accrue mutual benefits to both employers and employees in a way that they reduced costs in recruitment, training and turnover through retention strategies among others. In this regard, she examined the specific question whether women employees in the education sector in Malawi were allowed to balance work and other life activities, its effect on their take up of leadership positions and consequently their performance in such positions.

Ms. Chikapa reported that semi-structured interviews had revealed that Malawi's education sector had not recognized the business case for allowing women to balance work and life. This had been evidenced by the Malawi educational sector's inability to retain women that have requested to balance work and life at a certain point in their career, like following spouses abroad on diplomatic missions, long term studies among others. There was thus need to address problems in work life balance policies if women were to make it to leadership positions and if they were to perform effectively in those leadership positions. She concluded with the assertion that work-life balance policies did indeed provide mutual gains through flexible hours, an arrangement that was seen as a concrete solution to work-life imbalance for families with young children and other related responsibilities. She stressed that allowing people a balanced work life was a legal requirement for Malawian employers.

Discussions/Observations/Recommendations

The conference acknowledged the fact that generally African women still had a long way to go to achieve a comfortable work life balance. Delegates further agreed that as much as there had been progress for women advancement in their careers, equity issues were still of concern, if progress was to be achieved in this area. Without a doubt, women contributed significantly to national development, hence the clarion call for increased focus and efforts towards addressing gender, work life balance but also general work life balance. Revision of

laws and regulations was also emphasized and that adherence was badly needed for better work life balance to realize better service delivery. Delegates noted with concern the empirical data that showed that women still suffered in silence, this was an area that called for urgent redress. Conference was unanimous that gender work life imbalance was a performance issue which adversely affected the effectiveness of public service.

Delegates contended that women continued to struggle in their toil to reach the top leadership positions and that their coping strategies had been reduced to compete with their male counterparts who were assumed to be breadwinners in families, thereby finding it easy to assume formal employment. Conference appealed to AAPAM, in collaboration with agencies like AMDIN; to assist member states standardize existing policies, strategies, ideas and regulations for the benefit of women in the public service. Conference noted with appreciation the readiness shown by many countries to implement such policies if they were well elaborated. Delegates also acknowledged that once men get to understand gender, they would render assistance and adopt gender equity easily. Conference recommended that formulation of core competencies for leaders should take into consideration ways of improving attitudes, since this had a great impact on organizational performance. Conference also agreed that fostering entrepreneurial attitudes and developing competency frameworks were all positive and relevant interventions to build capacity

Concurrent Session 3

Chair: Samuel Kumba, Kenya School of Government

Presenters: Mr. Samuel Macharia and Mr. Samwel Kumba- Kenya School of Government

Topic: *Easing the Youth into the Sphere of Quality Leadership – Challenges and Opportunities*

“Important lessons can be learnt from events of the past three years where the youth have played a central role in bringing about regime changes in the Arab world. These momentous developments show that the youth can no longer be taken for granted.”

- Donald Kaberuka, President of African Development Bank,

The Young Professional Network (YPN) thanked the AAPAM secretariat for granting the youth an opportunity to present a paper at the conference. The paper, which was presented by a former young professional, Mr. Samuel Macharia and a current young professional Mr. Samwel Kumba both from the Kenya School of Government, shared on how to integrate the youth into the sphere of leadership.

The key issues raised included the need for the experienced members of the public service to be paired with the youth who will then tap from their experience. This called for proper succession planning. The presentation further discussed:- Leadership and role of leaders in grooming young leaders for future and sustainable Africa’s public service Challenges facing youth today and interventions leaders can apply to address them Importance of Youth

leadership which entails the ability to guide/direct, influence opinions and behaviour of others, and serve as role models. During the YPN plenary, it emerged that leadership involved mentorship and coaching. The Network appealed to African leaders to embrace the culture of mentorship and further encourage and believe in the young professionals to tap into their competencies.

It was underscored that for the youth to take their rightful place in leadership, there was need to engage them in decision making now. That way, experienced leaders would correct any mistakes made and guide them in career succession. Learning from their mistakes would in-turn make them confident in their leadership endeavors.

Proposal of YPN Members

- i. Due to the significance of the presentation, the youth felt the paper could have been presented in the main conference in order to appeal to policy makers to intervene on behalf of the young professionals. YPN members encourage all delegates to read the paper which is in the CD to benefit from the session.
- ii. YPN members appealed to AAPAM Executive Committee to provide experienced leaders to facilitate during YPN break-away sessions where papers are presented. The young professionals stand to learn from the experienced panelists on how to present issues and address them.
- iii. Members requested AAPAM leadership to assign a member from the Executive Committee to act as YPN patron . The patron would, among other things, be the link between YPN and the AAPAM Secretariat and ensure that the young professionals are allocated positions where they can champion YPN agenda forward.

Transferable Lessons from the 35th AAPAM Roundtable Conference for Young Professionals Leadership is key to the development of an efficient and effective public service in Africa A good leader should embrace character, competency, care for others and courage From the experience shared from different parts across the world including Korea, Canada, AU – CAMPS, Nigeria, South Africa, Ghana, Uganda, Kenya, Malawi, Tanzania and Rwanda the young professionals will benchmark through social networking and implement what can work in their respective countries Challenges facing public service can be solved through home grown solutions The future of public service rest upon innovation, creativity, change and doing things differently through taking calculated risks Emotional Intelligence is competency of a good leader Young professionals need to brand themselves and clearly demonstrate their competencies, innovativeness and creativity as well as managing change

Plenary Session 7
Country Case Studies

Chairperson: Mr. John Mitala: Head of Public Service: Uganda

Rapportuers: Ms. Josephine Kimaro: Public Service & Management: Tanzania

: Ms. Jenifer Mujuni: National Capacity Building Secretariat: NCBS

Presenter: Enortha Shao: Tanzania Public Service College

Topic: *Enhancing Leadership Competencies in Local Government: The Case of Five Local Government Authorities in Tanzania*

This input was based on a study the Tanzanian Public Service College (TPSC) conducted on the extent to which local government leaders were competent theoretically and application wise of Leadership Competencies available in the Public Service, (The Leadership Competency Framework) which was developed in 2007. The study was designed to address two major questions which were: to what extent Local Government leaders were competent in the theoretical and practical applications of the Leadership Competencies already available in the Public Service of Tanzania? The subsidiary question was what other leadership competencies were needed by local government leaders?. The findings revealed that almost all the 83 local government authority leaders studied, were neither competent nor incompetent with the 8 leadership competencies which already existed in the Central Public Service of Tanzania. In other words leaders were half-way competent by the measure of this tool.

The study also found that other competencies the local government leaders identified to be important included professional ethics, commitment to work, confidentiality, transparency and accountability. Others included; effective decision making, balancing political/administrative interface, while inducing positive relationships and managing the inflexibility of others such as political leaders. Other measures included identification of Information Technology options/challenges for management, financial management & budgetary systems, procurement management and contract management. The study recommended that, since local government leaders were found to be half- way conversant in both theoretical and practical application of leadership competencies and since training was a control tool, there was a need to design and conduct comprehensive leadership training for Local government leaders in various competencies for various leadership positions.

Presenter: Dr. Ly Ousmane- General Director National Agency for Telehealth and Medical Informatics, Mali

Topic: *The Role of Quality Leadership in the Management of Hospital Organization in Mali: Case Study on the Process of Computerizing Cash Registries and Personnel at the University Teaching Hospital of Gabriel Toure (CHU-GT) of Bamako*

Dr. Ousmane defined a leader as someone who can guide, inspire and motivate. He also gave a distinction between a leader and a manager as well as differentiating public from private leadership. To illustrate these points he presented a case study of a hospital in Mali (University Teaching Hospital of Gabriel Toure (CHU-GT), where fundamentals of quality leadership were developed for this hospital to transform it to become visionary and strategic. The hospital conducted a diagnosis to identify service delivery bottlenecks and later use the information to improve service delivery. The study found that there was no adequate equipment, maintenance was limited, there was no effective Monitoring and Evaluation, inadequate staff training and limited ICT application.

The hospital decided to introduce an ICT project as one of the strategies to address challenges and weaknesses identified by the study. In order to implement the project, staff capacity was developed in order to enhance their performance. As a result the ICT project queues in the hospital were reduced, also revenues increased from 30,000,000 in 2010 to 50,000,000 in 2013. A hospital dashboard was created where the director could access a finance and human resources information and monitor hospital activity which was a major improvement in Monitoring and Evaluation of the hospital.

Presenter: Prof. Nirmala Dorasamy- Professor University of Stellenbosch: Republic of South Africa.

Topic: *Through the Lens of South Africa's Manager: A Viewing of Leadership Excellence*

Prof. Dorasamy's contribution was based on a study that attempted to identify the views on leadership excellence held by South African managers. The study was premised on the understanding that managers in South Africa operate in environments undergoing fundamental political, economic, and social restructuring all at once. The Excellence In Leadership (EIL) framework that was specifically developed by Selvarajah and colleagues (1995) was used in the context of developing countries.

Unlike other ethno-centric leadership frameworks, the EIL framework allows one to factor in local idiosyncrasies. The study was underpinned by an understanding of ubuntu, an African worldview that draws attention to the relationship between individuals and the community they come from.

Prof. Dorasamy averred that it was generally hypothesized that ubuntu led South African managers to value inclusivity and impartiality and that managers from the apartheid generation, having been exposed to discrimination would place greater importance to

ubuntu-driven values than would those from the post-apartheid generation. Through surveying 550 managers from across sectors, mixed support emerged for the hypotheses. The study informed the view that South African managerial leaders needed to be aware of how they communicated with their diverse workforce and how they might demonstrate their impartiality through action. Democracy made an inclusive workplace a necessity. The study findings reiterate that a deeper appreciation of ubuntu values could help South African organizations respond to the challenge of developing managerial leaders. The study showed evidence that South Africa's managers associate excellent leadership with the personal qualities of communicating inclusively and behaving impartially. Thus South Africa's managers could be expected to appreciate training efforts that are directed towards helping them attain excellence in inclusive communication and impartiality.

Presenters: Prof. Mantzaris and Prof. Pillay- Professors University of Stellenbosch: Republic of South Africa

Topic: *Navigating through the Political/Administrative Corruption Conundrum: Republic of South Africa Case Study.*

Prof Mantzaris & Prof. Pillay premised on the decided view that political and administrative leaders throughout the world were in dire need of building common integrity in a coordinated and synergetic war room against corruption based on new innovative thinking, knowledge, strategies, and comprehensive initiatives . If this unity of purpose was achieved, they submitted, there were strong possibilities of arresting and then reversing the corrosive effects of corruption and stem its proliferation. The presenters expressed the view that even though there had been a good amount of literature in respect of the relationship among political and administrative leadership and their effect/s on quality management, little had been written on their respective (individual or collective) relationship with corruption. This was because there needed to be an acknowledgement that the researchers', practitioners' and politicians' efforts had to date been inadequate. The paper challenged the political and administrative leaders to appreciate that the war room against corruption needed new thinking, knowledge, strategies, and comprehensive initiatives if they were to arrest and then reverse the proliferation of corrupt practices. The paper in particular called on political/administrative leaders to move beyond the various one and two dimensional approaches that were advocated by various anti-corruption proponents, if member states had to make a significant dent against the scourge of corruption.

Within the purview of the study context, the paper examined the fundamental tenets of the political system of South Africa and its role in impeding or encouraging corruption related to decisionmaking and actions of civil servants at all levels. In this sense the relationship between political and administrative leadership could take either complimentary or antagonistic corrupt actions. The paper used a case study methodology to examine and scrutinize the relationship between the political and administrative spheres and their involvement in corruption in a leading South African municipality. The study noted evidence of clear blurring of roles in that the line between political interference and corruption had become almost synonymous. This because these were clearly illegal acts that were based on

intimidation, fear and unlawful acts committed by both parties: the politicians who dictated and the administrators that followed instructions.

The AAPAM Innovation Awards Programme:

Presenter: Dr. Roland Msiska: Secretary to the Cabinet of: Zambia & Chairperson of IMA Jury

Dr. Msiska, the Chairperson of the AAPAM Innovation Awards Adjudication Panel, presented the report of the panel. He explained that the reason AAPAM introduced the awards programme was to promote best practice in public service innovation across Africa. For this reason AAPAM had sought to recognize the best of the best in African public service innovation. He assured the Conference that the standard for these awards was high and for a good reason. After elaborating on the criteria and rationale of the adjudication process, Dr. Msiska reported that projects from Ghana, Kenya, Malawi and Rwanda were shortlisted. He added that each of the shortlisted projects exemplified excellence with regard to service delivery and clearly portrayed the commitment of the respective governments to serve their citizens more effectively. The jury however noted that these projects do not exemplify innovation in that they have been undertaken elsewhere both at continental and global levels.

Given this finding the jury regretted to announce that no project qualified for an award in innovative management for 2013. AAPAM did however issue recognition certificates to the top five submissions for their hard work and commitment to serving their citizens in an improved manner.

Dr. Msiska reflected that whereas Africa was in a position to develop great innovations, most public servants had relegated themselves to business as usual. He challenged public servants to change tact and look at areas of operations that present massive opportunities that needed to be harnessed for improved operations in service delivery. He identified a need for a business unusual attitude to make a significant dent on societal development. To avoid a repeat of no winners, Dr. Msiska assured the Conference that AAPAM would be revising its project selection and sensitisation process to ensure that only projects that could truly be considered as innovations were submitted and considered for the innovative management awards. In this regard, AAPAM would also ensure governments are clearly apprised on the concept of innovation and its importance in public administration. In addition member states needed to clear submissions centrally before submitting them to AAPAM. Dr. Msiska concluded by challenging all public servants to think outside of the box and focus on how public services can be modernised based on innovative ideas.

Informative Session and Discussions

Chairperson: Hon. Celine Kombani: Minister of State: President's Office: Tanzania

Co-chairperson: Ms. Juster Nkoroi: Directorate of Public Service Management: Kenya

Rapporteur: Mr. Gaspard Musonera: Ministry of Public Service and Labour: Rwanda

Presenter: Mr. Abraham Rock Okoko Esseau- Governance Coordinator and Interim Head of African Union Conference of Ministers of Public Service (AU-CAMPS) Secretariat

Topic: *AU-CAMPS Management Guide and Handbook on Leadership and Management Development in African Public Service*

Mr. Esseau introduced delegates to three Management Guides and a handbook for Management Development Institutes (MDIs), all initiated to support African Managers in the implementation of the African Charter on the Values and Principles of Public Service and Administration. The three guides were: Leadership and Management Development; Performance Management and Measurement and Human Resource Planning and Policy Architecture.

Unpacking the content of the guides, Mr. Esseau explained that each framework had three parts. The first part facilitated the understanding of the users by providing the background, context and rationale for the guide, its purpose, key concepts and operational definitions. The two other parts of the guide delved into the core content of the guide, whilst the second part dealt with the issue of inculcating moral values in society and an education system that supports good character development.

Mr. Esseau explained other key aspects of the guides which he said dealt with identification and selection criteria, induction and orientation, training and development and the work environment that nurtured leadership, whereas the last part of the guide dealt with leadership capacity development in the public service. He then introduced the handbooks and the main topics it covered as training materials used by African Management Development Institutes to level the ground for effective implementation of the African Charter on the Values and Principles of Public Service and Administration. Mr Esseau also availed the opportunity to check on Member States' progress with ratification of the African Charter. It emerged member states were at varying levels of ratification of the Charter. Most were still exhausting national legalities for them to ultimately deposit the instrument of ratification with the African Union. Stressing the importance of the Charter to the public administration reform agenda, the African Union encouraged Member States to fast-track the ratification process in order to achieve the maximum number of 15 ratifications for the Charter to come into force.

Plenary Session 8

Rwanda's Transformational Leadership Journey: Home Grown Initiatives for Efficient Public Service and Sustainable Development

Chair: Mr. Diphofa Mashwahle: Director General Department of Public Service and Administration (DPSA) and AAPAM Vice president: Southern Africa

Rapporteur: Ms. Jennifer Mujuni: National Capacity Building Secretariat-Rwanda

Presenter: Prof. Anastase Shyaka: CEO of Rwanda Governance Board

Topic: *Rwanda's Transformation Leadership Journey: Home Grown Initiatives for Efficient Public Service and Sustainable Development*

Prof. Anastase's input traced Rwanda's Transformational Leadership Journey which was based on Home Grown Initiatives (HGI) for efficient public service and sustainable development. He noted that the HGI approach had a multiplier effect in Rwanda's journey of growth because they derived meaning and application from Rwanda's culture, hence the ease with which these were embraced by all Rwandans. He highlighted some of the key unconventional HGI's approaches and best practices such as Gacaca; Performance Contract (Imihigo), Mediation Committees (Abunzi), Community Works (Umuganda), National Dialogue (Umushyikirano), One Cow per poor family (Girinka), Health Insurance "Mutuelle de Sante"; National Leadership Retreat (Umwihereho), Umurenge SACCOs, Citizen Report Card (CRC) and Rwanda Governance Score-Card (RGS).

Prof. Anastase stressed that the HGIs were responsible for Rwanda's remarkable transformation in unimaginable ways where social development and reconciliation as well as economic growth has been sustained at over 8% for several years. He added that HGIs were also responsible for reversing and minimizing the effects of the 1994 genocide. Notably performance management through Imihigo have transformed the public service into efficient and effective delivery machinery, this had entrenched the culture of commitment, accountability and competitiveness which have left an imprint on public service culture in Rwanda. Prof. Shyaka stressed that effective leadership was at the core of the HGIs conception and implementation ably led by H. E Paul Kagame. He hastened to add that HGIs in return had made leadership and the public sector more and more efficient and responsive to serving the people. He concluded that even though the HGI potential was yet to be exhausted- there was still room for greater impact across sectors and this included: economy, governance and social justice. He recommended the HGIs model to conference as an effective tool to uniquely African service delivery challenges.

Discussions/Observations/Recommendations

The Conference expressed strong admiration for the Rwandan innovative approaches to service delivery which goes to underscore the importance of visionary and transformational leadership to drive the National agenda. Rwanda's remarkable progress belied the refrain that resources were the only hindrance to development when in actual sense, able

leadership ought to define democracy models based on the needs of the people they led. Delegates were delighted to note that Rwanda had adopted consensual democracy hinged on the pursuit of common vision and development and these were bearing excellent results.

On the question of how Rwanda managed challenges resulting from the implementation of the HGIs, Prof. Shyaka underscored the importance of embarking on major programmes even in the midst of foreboding challenges. He admitted that this level of reforms called for courage, which finally paid off once institutions adapted the culture of planning and understood that reforms were in the interest of the common good. The Conference also heard that Rwanda's decision to introduce English was in tune with international trends where there was more integration among and between countries and regions hence adopting English was one way of optimizing opportunities for Rwandans in the Regional community which was largely English speaking.

Plenary Session 9:

Ministerial Panel: Navigating the Conundrum that is the Political/Administrative Interface

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

Co-Chair: Mr. Abdon Nhial: Head of Public Service: South Sudan and AAPAM President

Rapporteur: Mr. Bernard Cyamuresi: Ministry of Public Service & Labour: Rwanda

Opening the Ministerial Panel discussion, Hon. Murekezi reiterated the call that was made by the Right Hon. Prime Minister of the Republic of Rwanda, Dr. Pierre Damien Habumuremyi at the time he officiated the Opening of the Conference, that good leadership is the foundation of better socioeconomic transformation of any country. This clarion call, he submitted, brought to mind the reality that for Africa there was no time to waste; in as far as developing quality leadership was concerned. He further entreated that today needed a strong foundation for future generations, this called for innovative leadership that led by example and provided pragmatic solutions that best suited people's needs.

Hon. Murekezi conveyed a considered view that as leaders, delegates, especially top political leaders in their respective countries, had to be change agents by laying down pragmatic ways that eased the institutionalization and successful implementation of ideas of change, a change that pledged quality leadership across African public administrations; bearing in mind good linkages that must shape political/administrative interfaces for each public administration. He further called on public administration leaders to strive and achieve greater results within the reality of constrained economic resources.

Discussions/Observations/Recommendations

Ministerial responses stressed the view that towards development of public administration in Africa, politicians, technocrats and even citizens were called upon for a joint commitment and constructive relationships in approaching and resolving issues that faced public administration in Africa. Ministers called on governments to increase citizens' participation and engagement in country programs planning and implementation in order to secure a

holistic success of public service and citizens' development. Ministers further recommended that public administration leaders should improve the communication of policies to the citizenry while using the media and encourage its utilization.

Ministers also encouraged Member States to continue developing innovations through ICT to better meet citizens' service demands. Since quality service and development could not coexist with corrupt practices; Ministers exhorted Member States to adopt inclusive approaches aimed at fighting corruption at all levels of public administration by enhancing performance management systems and accountability. Ministers' participation in AAPAM conferences was commended as it played a massive role in easing smooth institutionalization of AAPAM recommendations into individual country policy dispensation. On the critical question of the political/administrative interface, the ministerial perspective was that each country had unique traditions that must shape and define how this interface evolves, essentially towards easing the inevitable tensions at this critical level of leadership.

Plenary Session 10
CLOSING CEREMONY

Chair: Hon. Anastase Murekezi: Minister of Public Service and Labour: Rwanda
Co-Chair: Mr. Abdon A. J Nhial: Head of Public Service: South Sudan & AAPAM President
Rapporteur: Ms. Jennifer Mujuni: National Capacity Building Secretariat-(NCBS)

In his closing remarks, the AAPAM President Mr. Nhial commended the Government of Rwanda for the exceptional manner it had hosted the 35th AAPAM Roundtable conference. The conference, he said, had posted the best attendance ever in the AAPAM history. He appreciated the fact that this remarkable landmark achievement had materialised during his tenure as President of AAPAM. He lauded the energy, commitment and dedication the leadership and organizing, led by the organizing committee team of Rwanda, channelled to the AAPAM conference, particularly the leadership of Minister Murekezi which he termed as exemplary. He further recognized development partners who have been an important part of AAPAM's growth. He announced that AAPAM had learnt important lessons from the Conference and that going forward, a raft of measures would be implemented to improve on both the quality and quantity of plenary discussions, with more time being allocated to responses to make room for robust and exhaustive discussions.

Mr. Nhial conveyed AAPAM's appreciation to the Government and people of Ethiopia for accepting to host the next Roundtable conference in Addis Ababa. He also thanked Minister Murekezi of Rwanda for graciously accepting to be AAPAM's patron. He called on the delegates to turn up in even greater numbers for the 36th AAPAM Roundtable Conference to be held in Addis Ababa, Ethiopia in November 2014 under the theme: "Effective Partnership between Ministers and Bureaucratic Leaders from Policy Formulation to Implementation". In the same vein, Dr. Mesrak Mekonnen: Minister of State Ministry of Civil service of Ethiopian took the opportunity to formerly invite all delegates to the 36th AAPAM Roundtable Conference to be held in Addis Ababa, Ethiopia. She assured AAPAM and delegates that Ethiopia will avail the hosting opportunity to showcase its legendary hospitality and ensure that delegates come away with a deep sense of a unique African experience. She looked forward to receiving delegates in Addis, Ababa, Ethiopia.

Hon. James Musoni, the Minister for Local Government of Rwanda declared the 35th AAPAM Roundtable Conference officially closed. He wished delegates safe journey to their final destinations.

APPENDIX 1 | CONFERENCE COMMUNIQUÉ

The 35th Roundtable Conference of the African Association for Public Administration and Management (AAPAM) was co-hosted and organized by the Government of Rwanda in collaboration with the AAPAM Secretariat at the Serena Hotel in Kigali from the 18th to 22nd November 2013.

The 35th Annual Roundtable Conference was held under the theme: “Quality Leadership for Efficient and Effective Management of Public Service in Africa”

The following sub-themes guided discussions at the Conference:

- (a) Quality and Effective Leadership Conceptual Review and Definitions
- (b) Risk Taking, Creativity and Innovation are Hallmarks of Quality Leadership?
- (c) Navigating the conundrum that is the Political/Administrative Interface
- (d) Effective Communication is a Factor of Quality Leadership
- (e) Human Resource Development is a precursor for Quality Leadership
- (f) Recruitment and Selection as a Precondition for Quality Leadership
- (g) Quality Leadership through Performance Management
- (h) Senior Management Leadership Development
- (i) Change-Management and its impacts on Quality Leadership
- (j) Is Emotional Intelligence a Key Attribute of Quality Leadership?
- (k) Creating necessary conditions for women to thrive in leadership
- (l) Quality Leadership in an Environment of Resource Constraint
- (m) How to ease the Youth into the sphere of qualitative leadership
- (n) Country Case Studies

Six hundred (600) delegates from Thirty Four (34) countries attended the Conference. Among the participants were Cabinet Ministers; Heads of Public/Civil Services and Secretaries to Cabinet; Permanent/Principal Secretaries and other high ranking Government Officials; Chairpersons and Commissioners for Public Service Commission; Heads of Management Development Institutes (MDI); Development Partners; Representatives of Statutory Institutions; Scholars, Researchers and AAPAM Young Professionals.

The Countries represented at the Roundtable Conference included Benin, Belgium, Botswana, Burkina Faso, Burundi, Cameroon, Canada, Congo, Comoros, Côte d’Ivoire, Ethiopia, Gambia, Ghana, Ireland, Kenya, Lesotho, Liberia, Mali, Malawi, Mauritius, Namibia, Nigeria, Rwanda, Sierra Leone, South Africa, South Korea, South Sudan, Sudan, Swaziland, Uganda, United Kingdom, United Republic of Tanzania, United States of America and Zambia.

Several AAPAM partner organizations graced the Roundtable Conference. Organizations that sent representatives and delivered messages of solidarity to the conference were: the Institute of Public Administration of Canada (IPAC), London, the United Nations

Department of Economic and Social Affairs (UNDESA), Deloitte, the International Institute of Administrative Sciences (IIAS), Kenya Institute of Management (KIM), Korea Institute of Public Administration (KIPA) and African Development Bank (ADB).

Prof. Stephen Adei from Ghana rendered a Testimonial Lecture at the Round-Table Conference. The lecture focused on Prof. Adei's tenure as head of the Ghana Institute of Management of Public Administration (GIMPA). The AAPAM Innovation Awards programme did not produce winners this time round but certificates of recognition was presented to the short-listed candidates.

Official Opening

The 35th AAPAM Roundtable Conference was officially declared open by His Excellency the Prime Minister of Rwanda H.E RIGHT Honourable Dr. P. D. Habumuremyi who also conveyed greetings from His Excellency President Paul Kagame of Rwanda. The Roundtable Conference was organized in nine plenary and two concurrent sessions.

The African Union Conference of Ministers for Public/Civil Service (AU-CAMPS), the African Management Institute Network (AMDIN) and the Human Resource Management Network (HRMNet) disseminated valuable information about their work to the Conference. The AAPAM Council also met on the margins of the Conference. More than Fifty three (53) AAPAM Young Professionals from twelve (12) countries attended and discussed issues of interest to them on the margins of the Conference. A breakaway session on the academia was attended by thirty nine (39) participants established a task team to take forward their programme of action. A Ministerial Panel was facilitated to infuse a Ministerial perspective to Conference deliberations. AAPAM Regional Vice Presidents convened their constituencies on the side of the Conference for information exchange and consultations on matters of general mutual interest.

Interventions and Observations

In acknowledgment of the centrality of quality leadership in the reform, professionalization and modernization of the African public service, the 35th Roundtable Conference presented a unique platform for participants to discuss and highlight the value of quality leadership for effective and efficient service delivery in Africa.

The Conference noted the following:

- The AAPAM Roundtable Conference continues to provide a unique opportunity for delegates to learn, exchange and share experiences in public administration.
- Quality leadership is the foundation of better social- economic transformation of any country.
- African leadership is often seen through the lens of corruption, nepotism and incompetence.
- Africa is at the point of significant changes in all walks of life and it is striving to delight its citizens through implementing many interventions across the continent.

Conference acknowledged that:

- Global patterns shape, social, economic, political and technological developments which impact leadership as agents of change.
- Quality leadership is innovating and adopting models that address people's service delivery challenges.
- Failure to pursue pathways leading to poverty eradication and development is ascribed to poor leadership.
- Strategic management that closes the gap between policy formulation and implementation is a function of quality leadership.
- Even though developing quality leaders is a gradual process for Africa it is a matter of urgency to bring development to people.
- Leaders mobilise others around a shared vision and through strategic thinking, accountability and decisiveness achieve extra-ordinary results.
- There is a leadership deficit where leaders fail to challenge the status quo.
- Bureaucracy and hierarchy are disincentives for risk-taking and innovation in the public service.
- Emotional intelligence is key to quality leadership in the public service.
- A uniquely African political/administrative model will essentially be based on the historical development and lessons, culture, traditions and realities of a particular country.
- The scope for innovation and positive change are plentiful in public service. What is needed is visionary, transformational, political, service wide institutional leadership.
- Whenever a nation has lack of quality, legitimate and just leaders, national deterioration occurs. Quality leadership is a key to a prosperous and peaceful life and nation

The Conference made the following recommendations:

- Home grown solutions should be harnessed to bring about efficient, citizen-centric and effective service delivery.
- Leaders should seek and construct partnerships with communities at the local level for delivery of efficient and effective services.
- Africa should harness leadership principles to achieve the MDGs and ready itself for the post 2015 agenda.
- Top managers should perform as leaders instead of just as managers, and must be able to bring movement and change to the organization in a way that encourages employees to be part of the movement.
- There is need to create and sustain legitimate institutions that strengthen the demand side governance to increase and withstand leadership transition and boost trust in government.
- Good governance and the fight against corruption should be rooted in embracing societal values rather than dealing with symptoms.
- Diversity should not be seen as a problem to be solved but rather as an asset to be

harnessed and embraced for development.

- The Public Private Partnership (PPP) model in Rwanda is a good practice for replication in other countries for efficient and economic delivery of services.
- Emotional intelligence can be learned hence the need for African MDIs to explore appropriate curriculum that incorporates this aspect as a module.
- Policies and strategies aimed at retaining critical skills in 'Hard to Reach and Hard to Stay Areas' should consider approaches that guarantee sustainability for enhanced service delivery.
- AAPAM, AU-CAMPS, AMDIN and MDIs should assist member states to design appropriate policies for work-life balance as a necessary condition for women to thrive in leadership positions.
- There is need for focused mentorship for the AAPAM Young Professional Network to ease them into leadership responsibilities.

The 35th Conference assigned AAPAM with the important task of providing both technical and strategic support to member states to ensure timeous implementation of conference recommendations

APPENDIX II | MESSAGES OF SOLIDARITY

Quality Leadership for Efficient and Effective Management of Public Service in Africa
AAPAM 35th Annual Roundtable Conference, November 18th -22nd 2013

Message of Solidarity – Opening Ceremony November 18th

IPAC

The Institute
of Public Administration
of Canada



IAPC

L'Institut
d'administration publique
du Canada

Delivered by Mr. Brent Meade, Chair, Deputy Minister, Transportation and Works, Committee on Domestic and International Programs, Institute of Public Administration of Canada (IPAC)

Good morning. It is my great honour and pleasure to have the opportunity to participate in the 35th Annual AAPAM Roundtable on "Quality Leadership for efficient and effective management of public service in Africa". On behalf of the Institute of Public Administration of Canada, IPAC, I wish to thank our hosts AAPAM and the Government of the Republic of Rwanda. I am joined here this week from Canada by Ann Masson, the Director of IPAC's Domestic and International Program and a few of her team members, Regan Mancini and Lauren McAlister.

The conference theme this year is one that is highly pertinent to African countries as well as to countries around the globe, including my homeland, Canada. Effective public sector leadership is critical for building a government that ensures a good quality of life for all. In this ever-changing world, good public leaders need to be able to traverse the tidal waves that hit the public sector and ensure we're meeting the needs of our citizenry. To do this, our leaders need to be visionary, think strategically, manage change, and make tough decisions—all while building the trust of their colleagues and the citizens they serve. They need to be responsive to emerging issues and harness the opportunities amongst the challenges.

And what a better way to share our experiences and plan a way forward, than in a forum such as this one? In the room we have leaders and thinkers from across Africa and various institutions, including government, academia, civil society, donor agencies, the United

Nations, the private sector, and others. It is a unique opportunity for all of us to put our heads together and strategize our collective future, to discuss critical issues, and the opportunities in front of us. This year's theme aligns closely with AAPAM's vision as well as IPAC's, its sister organization. Both organizations work to promote excellence and professionalism in public administration and management in order to meet the challenges of a world that is becoming more interconnected and more complex. As some of you may know, IPAC is a Canadian non-governmental professional association for public servants and academics founded in 1947. Dedicated to the promotion of excellence in the theory and practice of public administration and management, we lead and encourage public sector research and experience sharing regionally, nationally and internationally.

Some of the ways we do this is through our leading-edge publications, online platforms, events, and awards program. We have an extensive case study program, and publish a quarterly magazine – *Public Sector Management and Canada's only Research Journal* dedicated to public administration. We develop books, such as *Aid on Demand: Delivering cost effective technical assistance in developing countries*, our most recent one. It is a collection of case studies that demonstrate how a committed local partner working with a carefully selected Canadian advisor can produce exceptional results within a short period of time for relatively little cost. This book and our other publications help to document public sector best practices and lessons learned and are a source of inspiration and ideas for our members.

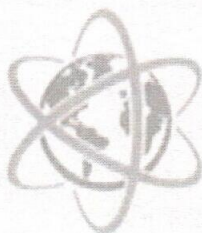
IPAC also conducts consultancies and develops learning programs that focus on strengthening the capacity of public sector institutions and public servants through workshops, training sessions, study missions and job shadowing. For over 20 years, with the support of the Canadian Government's Partnership Branch within the Department of Foreign Affairs, Trade and Development, we have built strategic relationships between international and Canadian public sector institutions and public servants and academics to undertake projects focused on international priorities.

As a result of these initiatives, various ministries, departments and agencies across the Ghanaian Government are utilizing risk management processes, the Tanzanian Public Service College is completing the development of a training program to build standardized core competencies for public service managers, new guidelines and regulations are under development in Guyana to improve compliance with anti-money laundering and counter the financing of terrorism, and Canadians are lending a hand in anti-corruption efforts in the extractive industry in Indonesia. These are just a few of our successes this year. Having said that, many of our partners are here today, including AAPAM, and if you haven't heard about us, please be sure to seek out our partners to hear about the wonderful initiatives they are working on with us.

On a personal note, I am looking forward to discussing, deliberating and most of all learning together with fellow colleagues this week on how we can collectively identify quality leadership in the public service in Africa and beyond. I truly believe that this is an excellent

opportunity to share lessons learned from different countries, and reflect on the past in order to move forward into the exciting new global context unfolding in Africa and around the world. I wish you all a successful conference experience.

IIAS
International Institute
of Administrative Sciences



IISA
Institut International
des Sciences Administratives

*Delivered by: Mr. Steve Troupin - International Institute of Administrative science: Belgium
Dear AAPAM members, My name is Steve Troupin. I am Strategic Projects Officer at the
International Institute of Administrative Sciences, representing my Director General Rolet
Loretan. Let me first thank the organizers for the invitation and the host country, Rwanda.
Let me give you the warmest greetings from IIAS President Prof. Dr. Geert Bouckaert, IIAS
Director General, and all IIAS Staff in Brussels.*

*As development partner, IIAS has been asked to carry over a solidarity message to all
participants. I would like to explain shortly our distinctive contribution to development. This
contribution is necessarily indirect, since IIAS is neither a donor institution nor an international
bureaucracy. Rather, it is a network of member states and organizations, practitioners and
academics, exchanging views on public administration matters. Its sole means are discussion
and persuasion. This contribution to development consists in the organization of a mutual
learning process. Thereby, IIAS adds capacity to Universities and Schools of Administration,
so that they can offer better public administration services of research, teaching and training,
and policy advice, and hence address the development challenges.*

*In order to create this capacity; IIAS stimulates dialogue: between practitioners and
academics, on each public administration topic through its study groups, in each region of
the world through its regional groups, and between topics and regions of the world through
our international conferences and dialogues. Moreover, IIAS diffuses knowledge through its
conferences and review, the International Review of Administrative Sciences.*

*In these activities, IIAS follows two guiding principles: that there is no one best way to address
public administration challenges, and that this plurality of experiences allow learning from
comparison.*

Almost forty years ago, IIAS deployed these principles and activities in the European continent, leading to the success-story of the European Group of Public Administration (EGPA). Recently, comparable Groups of Public Administration have emerged in the Asian (AGPA) and Latin- American (LAGPA) regions, increasing exponentially the possibilities of intercultural dialogues. The next step is the Middle East-North-African Group of Public Administration (MENAGPA), which should be formally created soon.

In this framework, IIAS has much interest in the development of AAPAM. Both organizations already signed a Memorandum of Understanding, and we are eager to deepen our relationships. I am very glad to participate to this week's discussions and witness the incredible vitality of public administration in Africa.

The agenda of our next conferences also witnesses of our interest for Africa. By end November, we will hold the African Forum in Yaoundé, Cameroon, in collaboration with AAPAM and CAFRAD. In June 2014, we will hold our annual international congress in Ifrane, Morocco. And the 2014 Conference of our International Association of Schools of Public Administration will take place in Port Elizabeth, South Africa in July 2014. We hope to see many of you there!

APPENDIX III | SPEECHES

Opening speech delivered by Rt. Hon. Prime Minister Dr. Pierre Damien Habumuremyi at the 35th Roundtable conference of the African Association for Public Administration and Management the (AAPAM) Kigali Serena Hotel, 18 November, 2013

*Honourable Ministers,
President of the Association for Public Administration and Management (AAPAM),
Secretary General of AAPAM,
Senior Government Officials,
Members of the diplomatic corps,
Distinguished delegates,
Ladies and Gentlemen,*

On behalf of the President of the Republic of Rwanda, His Excellency Paul Kagame, I am very pleased to speak at the opening ceremony of this 35th African Association of Public Administration and Management (AAPAM) Annual Roundtable Conference that is taking place in Kigali. First and foremost, I would like to convey warm welcome to Rwanda, to all delegations, especially those who have travelled from far abroad to this important conference. To all of you, welcome to Rwanda!

As it has been pointed out, the theme of this Roundtable Conference is “Quality Leadership for Efficient and Effective Management of Public Service in Africa”.

This theme correctly describes what good leaders, in all sectors of public service, should be identified with. Therefore, this conference is a good opportunity for High Officials and Experts from Africa and beyond to examine and understand their role.

Efficient and effective management of public service is how we enhance accountability and ensure that resources are optimally utilized towards improving the lives of citizens. The role of quality leadership towards this goal cannot be emphasized enough.

This Conference fits well with the current critical issues where leaders are called to meet citizens’ demands, reduce poverty, promote good governance and economic development. The efficiency and effectiveness of government to discharge its responsibility is largely dependent on the caliber of public servants. Indeed, it is well known that good leadership is the foundation of better socioeconomic transformation of any country. Excellencies, Distinguished Delegates, Ladies and Gentlemen, Though focusing on Africa, one cannot ignore the importance of global patterns that reshape political, financial, economic and technological patterns of individual and regional States. In this era of globalization, we need to reshape public service leadership to manage new changes and act as an agent of change.

The strength of good leaders is derived from their ability to adopt a model that meets circumstances of local realities. This is only possible with visionary leaders. It is evidenced that failure to pursue pathways leading to the development of Africa has been attributed mainly to leaders' poor vision and coordination.

Quality leadership has had a broader role in the most successful fast development journey the world has known in East Asian Tiger Economies like Singapore and South Korea. It is also known that lack of strategic planning and the wide gap between the formulation and implementation of plans explains why some countries are lagging behind and why some policies are not responsive to poverty alleviation. More often than not, Africa's leadership has been generally described through the lens of corruption, nepotism and self-aggrandizement, to mention just a few. It is high time that Africa overcomes this negative image of leadership to embrace quality leadership for efficient and effective management of Public Service.

Excellencies, Distinguished Delegates, I have noted with satisfaction that this AAPAM Conference intends to rightly invest in proposing avenues for leadership development for the African continent. In particular, the focus will be on the African Public Service, as the driving force of developmental efforts of the Continent. This is a good initiative.

I would like to use this opportunity to remind you all that quality leadership development is a gradual process. However, for Africa there is no time to waste! The time is today. To achieve this, all African leaders should lay strong foundations for future generations. Leaders should be innovative, led by example and provide pragmatic solutions that best suit people's needs. It's up to Leaders to find new options, strategies and tools that can be used to generate more resources internally and help them to efficiently and effectively transform African leadership. In this regard, home-grown solutions are highly recommended.

As it was said by H.E. Paul KAGAME, President of the Republic of Rwanda in his remarks of 10th November, 2012, at the Oxford-Cambridge Club of Nigeria, in Lagos, "The transformational leadership that will lead to Africa's prosperity and ensure its relevance must be one that is confident, assertive and innovative, and committed to promoting and defending the continent's interests. Above all, it should be prepared to seek solutions from within the philosophies and practices of our societies to various challenges that we face, and develop ideas to propel our countries forward. Sometimes, this might require going beyond the conventional and embracing the unorthodox. It should be clear, however, that no individual leader or country acting alone will achieve a continent-wide qualitative change and play a significant global role. That can only come about if our leadership seek and promote cooperation across Africa on a wide range of issues".

*Honourable Ministers,
Distinguished Delegates,
Ladies and Gentlemen,*

I commend AAPAM for thinking to reward public service innovations. This approach is a great contribution to nurturing the spirit of innovations. It comes as we work towards making innovative approaches in what we think and do as a culture, our way of getting things done well.

If Rwanda today has been able to rise from the ashes of the 1994 genocide against the Tutsi, it is because of the efforts of the new Rwandan leadership. These efforts have enabled us to build a Public Sector that positively impacts the development of the Private Sector, through the creation of an environment conducive to service delivery, transparency and accountability.

However, we remain convinced that a lot more can be done. It is in this regard that a forum like this Conference is an effective catalyst and an opportunity for all Africans to innovate in public service performance.

Given the importance of this conference to the better future of African leadership, I urge you all to use this platform to share experiences in your productive deliberations. Please take this opportunity to learn from each other the ways of enhancing efficiency and effectiveness in African public service management.

I would like to conclude by expressing my sincere appreciation to all participants who have managed to attend this conference. In particular, I want to thank the senior management of the African Association for Public Administration and Management (AAPAM) for having organized this Conference and selected Rwanda as a host country. We appreciate your choice.

With these remarks, on behalf of His Excellency Paul Kagame, the President of the Republic of Rwanda, I declare the 35th African Association of Public Administration and Management (AAPAM) Annual Roundtable Conference in Kigali officially open.

I thank you for your kind attention.



**Keynote Address at the 35th AAPAM Annual Roundtable Conference
Kigali, Rwanda, 18-22 November 2013**

MR. WU HONGBO

**Under-Secretary-General for Economic and Social Affairs Secretary-General for the
International Conference on Small Island Developing States**

Delivered by

Mr. John-Mary Kauzya, Chief, Public Administration Capacity Branch Division for Public Administration & Development Management Department of Economic and Social Affairs

Your Excellency, Mr. Paul Kagame, President of the Republic of Rwanda, Mr. Abdon Agaw Jok Nhial, President of African Association for Public Administration and Management (AAPAM), Mr. George Kojo Scott, Secretary General of AAPAM, Excellencies, Distinguished Guests, Ladies and Gentlemen, I thank the President of AAPAM, Mr. Abdon Agaw Jok Nhial, and Secretary-General, Mr. George Kojo Scott, for inviting me to address the African Association for Public Administration and Management during its 35th Annual Round Table Conference.

The topic of the current AAPAM Round Table Conference, "Quality Leadership for Effective and Efficient Management of Public Service in Africa" is very timely. With fewer than 800 days before the target date to achieve the MDGs, we have called on leaders to accelerate efforts to achieve the goals. The on-going discussion on the post-2015 development agenda are intensifying. We need such quality leadership to achieve poverty eradication and sustainable development.

Through the collaboration between my department, the Department of Economic and Social Affairs and AAPAM, I have learned about the important role AAPAM plays in promoting public administration and leadership capacity development in Africa. I strongly believe that your deliberations in annual Round Table Conferences promote sustainable development in Africa and contribute to progress towards the Millennium Development Goals (MDGs).

Despite significant progress worldwide and indeed on the African continent, there is much to be done to achieve the MDGs by the end of 2015. Fulfilling the existing commitments and accelerating the work with a renewed effort is our highest priority. In this regard, I call upon Member States and the entire international community to take every step possible to achieve the Millennium Development Goals.

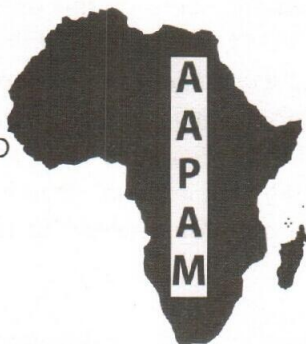
The post-2015 era needs a new vision. However, this does not mean that we abandon the work that we began with the MDGs. We must build on the strengths and address the unfinished business of the MDGs. Discussion on the development agenda beyond 2015 are intensifying. Member States are working towards a comprehensive and robust set of goals for the post-2015 era. The post-2015 agenda will be universal in nature and applicable to all countries, while taking account of differing national circumstances and respecting national policies and priorities. It will require a profound economic transformation as well as a new global partnership.

Success will also depend on enhanced leadership, accountability, good governance and the rule of law. The three dimensions of sustainable development, namely; economic, social and environmental, can only be achieved with efficient, effective, transparent, accountable, open, and citizen-centric public governance. The Rio+20 outcome document, "The Future We want" reiterates the importance of the public sector for enhancing economic and social development, including the implementation of the MDGs and the realization of sustainable development.

The commitments made by world leaders to sustainable development can only be realized through collaborative efforts between the public sector, the private sector and the civil society. DESA will continue to work closely with partners, including AAPAM, as we work towards a common goal of enhancing the capacity of the public sector in Africa to contribute to sustainable development.

I wish you a successful deliberation.

AFRICAN ASSOCIATION FOR
PUBLIC ADMINISTRATION AND
MANAGEMENT (AAPAM)



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

Opening Speech by Mr. Abdon Agaw Jok Nhial, AAPAM President

*Your Excellency,
Right Honourable Prime Minister,
Dr. Pierre Damien HABUMUREMYI,
Hon. Ministers,
Hon. Members of Parliament,
Your Excellencies Ambassadors, High Commissioners and members of the Diplomatic corps,
Heads of Public Service and Permanent Secretaries present,
Our Distinguished Development Partners,
Distinguished Delegates,
Ladies and Gentlemen*

On behalf of the African Association for Public Administration and Management (AAPAM), its Executive Committee, Council, Secretariat and the entire AAPAM fraternity, I humbly express our gratitude and appreciation to our Guest of Honour, Right Honourable Prime Minister Dr. Pierre Damien HABUMUREMYI, the government and people of Rwanda for accepting to host this year's the 35 Roundtable Conference of the African Association for Public Administration and Management (AAPAM). We are truly honoured and deeply grateful for this gesture of support.

I also express gratitude to the highly competent team of Ladies and Gentlemen in the National Organizing Committee, under the able leadership, of Hon. Anastase Murekezi, Minister of Public Service and Labor in the Government of the Republic of Rwanda, for the excellent arrangements that have been made, and the courtesies and amenities put in place for this conference. For all these, I can only say, on behalf of the AAPAM Executive Committee and Council, and indeed, on behalf of the AAPAM fraternity, thank you.

I wish to welcome you all, ladies and gentlemen, to this 35th AAPAM Roundtable Conference, with the captivating theme of "Quality Leadership for Efficient and Effective Management of Public Service in Africa". A cursory look at the papers that will be presented at this conference and the general preparations made so far show that indeed, this roundtable conference, will be an educative, exciting and eventful one. Under this theme, this conference could not

have been held in a better place and at a better time than in Rwanda whose leadership is becoming the toast of all Africa.

Your Excellencies, Ladies and Gentlemen, we note with profound gratitude the presence of honourable ministers from a number of African countries, who have put aside their busy schedules back home, in order to honour us with their presence in this Roundtable Conference. Honourable Ministers, we are deeply grateful for your support.

We would like to acknowledge the presence of our Development Partners, namely, the Department of Foreign Affairs, Trade and Development, Canada (DFTAD), the Institute of Public Administration of Canada (IPAC), United Nations Department of Economic and Social Affairs (UNDESA), Institute of International Administrative Sciences (IIAS), and Deloitte East Africa. Quite frankly, I do not see how we could have been able to handle this conference without your support. Your partnership and attendance of this roundtable conference does not only add value but also confirms your commitment to our partnership in knowledge sharing.

This year, AAPAM is proud to enter into new partnership with other institutions, and I wish to welcome their representatives to this conference. They are the Kenya Institute of Management (KIM) and The Association for Middle Eastern Public Policy and Administration (AMEPPA). May I call upon the representatives of our new partners, together with those representing our long term partners, to please stand up for recognition.

I am also pleased to note the increasing number of representatives from various African Governments at this conference. Many of these countries have already paid their subventions in order to assist AAPAM implement its programmes and achieve its targets which have been set in the AAPAM strategic plan.

Further, I wish to note with delight, the presence of my colleagues Secretaries to Cabinet, Heads of Public Service and Permanent Secretaries from various countries. I also wish to extend my appreciation to the members of AAPAM Council, the Executive Committee and the Secretariat. Your Excellencies, Ladies and Gentlemen, I am most grateful to all delegates and participants to this Roundtable conference. I wish to say a big thank you to all of you delegates and Participants. the Ladies and Gentlemen at the 34 Roundtable conference held in Zanzibar Tanzania November, the 2012, it was agreed that the 35 Roundtable conference would focus on **"Quality Leadership for Effective and Efficient Management of Public Service in Africa"**. This theme is obviously in keeping with AAPAM's mission of promoting and spearheading best practice and professionalism in public administration and management in Africa. It is also a reflection of its commitment to enhancement of delivery of quality public service in Africa. Given the voluminous abstracts we received following the call for papers, it is evident that scholars, researchers and practitioners in the African continent had much to share in regards to leadership. By simply noting this near record attendance in this hall, you

cannot help concluding that those ideas propagated have indeed generated great interest in the African continent and beyond.

Your Excellency, Ladies and Gentlemen, one of the objectives of AAPAM is to create and maintain a tradition of providing senior administrators and managers with a platform for exchanging ideas and experiences in public administration and management. This year marks AAPAM's 35th year of holding interactive and informative sessions. I sincerely appreciate our convergence at this great Republic of Rwanda for this special milestone, as Rwanda stands as one of the glimmering examples of efficient and effective development oriented leadership.

Let me at this point introduce to you the countries that are represented in this Roundtable Conference. They are; Angola, Australia, Benin, Botswana, Cameroon, Canada, Comoros, Egypt, Ghana, The Gambia,

Kenya, Korea, Lesotho, Liberia, Malawi, Mali, Mauritius, Mozambique, Namibia, Nigeria, Rwanda, Sao Tome and Principe, Seychelles, Sierra Leone, South Africa, South Sudan, Swaziland, Tanzania, Uganda, United Kingdom, Zambia and Zimbabwe.

Your Excellencies, Ladies and Gentlemen, I wish to repeat my sincere thanks and gratitude to all delegates and participants in this conference and wish them a happy and memorable stay in Kigali city Rwanda. I encourage you to make maximum use of this opportunity to explore the beauty and multiple attractions of this spectacularly clean City.

Your Excellencies, Ladies and Gentlemen, may I welcome you again to this forum and invite you to absorb as much as you can as we all strive to improve Africa. Thank you very much and God bless you all.

APPENDIX IV | AWARDS SECTION

Remarks by Chairperson of the Jury for the AAPAM Innovative Management Awards delivered at the 35th AAPAM Roundtable Conference in Kigali Rwanda on 20th November 2013.

*The president of AAPAM,
Honorable Ministers,
Heads of Delegation,
Permanent Secretaries,
My fellow delegates*

As you may be aware at each Roundtable conference AAPAM awards projects undertaken by various African public service institutions that have exemplified significant innovations in the areas of public administration and management. One of the reasons AAPAM holds the awards is to promote the replication of best practice in public service innovation across Africa. For this reason AAPAM has sought to recognize the best of the best in African public service innovation. Ladies and gentlemen, the standard for these awards is high but I am sure you will agree that they are high for a good reason.

The process of selecting a given project to be considered for the AAPAM award for innovation starts at the beginning of each year. AAPAM sends out requests to member countries for submissions that exemplify innovation and excellence. These submissions are then short listed by a jury appointed by the AAPAM Executive on the basis of the following criteria:

- (i) Innovation, whether the project delivers service in a new way or incorporates new practice /technology.*
- (ii) Relevance, whether the project meets the needs of citizens and is in line with the mission and objectives of the implementing institution;*
- (iii) Significance, relates to the positive outcomes and impact of the project phase;*
- (iv) Sustainability, the ability of the project to continue beyond the conclusion of the project; and*
- (v) Replication, the potential of the project to be used by other institutions across the continent.*

At the conclusion of the preliminary evaluation managers of the top five projects from among the submissions are then invited to the AAPAM Roundtable conference for a final interview by the jury. On the basis of the aforementioned criteria gold, silver, bronze and glass awards are awarded to the deserving projects. the interview by the jury is rigorous as the shortlisted projects need to satisfy the 5 criteria in no uncertain terms and be able to convince that they can compete favourably at international fora.

This year AAPAM received 65 submissions form 12 countries. From the list of 65 applicants, the Jury shortlisted 5 submissions, that scored highest according to AAPAM's selection criteria. The following were the shortlisted projects in alphabetical order:

1	Ghana	Ghana Prison Service	Prison Inmates' Education
2	Kenya	The Kenya Judiciary	Integrated Case Management System
3	Malawi	Malawi Broadcasting Corporation	Barefoot Journalists
4	Rwanda	Integrated Polythene Regional Center (IPRC Kigali)	Electricity from Domestic Biogas
5	Rwanda	Ministry Of Health, Directorate Of Clinical Services, Pre-Hospital Emergency Care Services (PHECS) or (SAMU)	Closing the gap of geographical barrier to health care through SAMU

Without a doubt each of these projects exemplified excellence with regard to service delivery and clearly portrayed the commitment of the respective governments to serve their citizens more effectively. The jury however noted that these projects do not exemplify innovation in that they have been undertaken elsewhere both on the continent and on other continents. It is for this reason that the jury regrets to announce that this year the AAPAM award for innovative management will not be awarded. AAPAM will however, like to recognize the top five submissions for their hard work and commitment to serving their citizens in an improved manner.

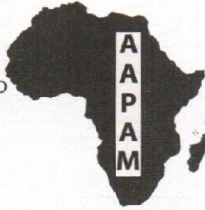
Suffice it to say, there is need for member countries to develop and submit innovations, however unfortunately, that shall add to the body of knowledge on the continent. The public service in Africa should be an organisation that should be able to develop great innovations but most public officers have relegated themselves to business as usual. All these public service officers need to change and look at our fields of operations as opportunities that need to be transformed in the form of improvement in operations and service delivery. We need to do things differently if we are to make an impact on our respective societies.

In order to prevent a repeat of this situation AAPAM will be revising its project selection and sensitisation process to ensure that only projects that can truly be considered as innovations are submitted and considered for the innovative management awards. In this regard, AAPAM will also ensure governments are clearly apprised on the concept of innovation and its importance in public administration. In addition member countries will need to clear submissions centrally before submitting them to AAPAM.

I would like to take this opportunity to challenge all public servants to think outside the box and focus on how public services can be modernised based on innovative ideas. I thank you for your attention

APPENDIX V | INVITATION TO THE 36TH ROUNDTABLE CONFERENCE

AFRICAN ASSOCIATION FOR
PUBLIC ADMINISTRATION AND
MANAGEMENT (AAPAM)



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



Federal Democratic Republic of Ethiopia.

AAPAM in conjunction with the Federal Democratic Republic of Ethiopia will hold the 36th Roundtable Conference in Addis Ababa Ethiopia from 17th – 21st November 2014. The 36th Roundtable conference theme is: “Effective Partnership between Ministers and Bureaucratic Leaders from Policy Formulation to Implementation”. Dr. Mesrak Mekonnen: Minister of State Ministry of Civil Service of Ethiopia, on behalf of the Federal Democratic Republic of Ethiopia, formerly invited all delegates to the 36thAAPAM Roundtable Conference. Dr. Mesrak assured AAPAM and delegates that Ethiopia will avail the hosting opportunity to showcase its legendary hospitality and ensure that delegates come away with a deep sense of a unique African experience. The Federal Democratic Republic of Ethiopia looked forward to receiving delegates in Addis, Ababa, Ethiopia.

APPENDIX VI | AAPAM PAST CONFERENCES

	Month & Year	Venue	Theme
1	Aug-78	Freetown, Sierra Leone	African Public Services: Prospects for the 1980's
2	Aug-79	Nairobi, Kenya	A Profile of the African Public Service in the 1980's
3	Sep-80	Victoria, Seychelles	African Public Services and Public Policy in the 1980's
4	Dec-81	Salisbury, Zimbabwe	Personnel Development Management and Utilisation in a Performance Oriented African Public Service in the 1980's
5	Nov-83	Arusha, Tanzania	The Changing Ecology of Public Administration and Management in Africa
6	Dec-84	Blantyre, Malawi	Public Enterprises Versus Privatisation: Which Way for Africa
7	Dec-85	Accra, Ghana	Food Crisis in Africa: Policy & Management Issues
8	Dec-86	Maseru, Lesotho	Policy and Management Issues in the Transport Sector
9	Dec-87	Gaborone, Botswana	African Crisis, Structural Adjustment and Impact on Responses by Public Administration and Management in Africa
10	Nov-88	Kampala, Uganda	Human Resource Development and Employment: Policy and Management Issues
11	Dec-89	Victoria, Seychelles	Towards Enhancing Entrepreneurship in African Public and Private Sectors
12	Dec-90	Abuja, Nigeria	Mobilising the Informal sector and NGO's for Recovery Development: Policy and Management Issues
13	Dec-91	Mbabane, Swaziland	Ethics and Accountability in African Public Services
14	Dec-92	Arusha, Tanzania	Managing Science and Technology Policy in Africa
15	Jan-94	Banjul, The Gambia	Political Pluralism and Good Governance in Africa: Implications for the Public Service
16	Nov-94	Nairobi, Kenya	Mobilisation and Utilisation of Resources for Effective Performance in the Public Service
17	Mar-96	Cairo, Egypt	Civil Service Reform in Africa: Past Experiences and Future Trends
18	Mar-97	Nairobi, Kenya	Decentralisation as a Principle of Democratic Governance in Africa: Issues and Options

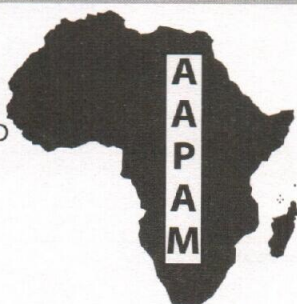
19	Nov-97	Gaborone, Botswana	Preparing African Public Administration and Management for the 21st Century
20	Nov-98	Nairobi, Kenya	Public -Private Sector Partnership: the Path to Africa's Accelerated Development
21	Nov-99	Kampala, Uganda	Quality Management Assurances in Africa
22	Nov-2000	Victoria , Seychelles	Good Governance in Africa
23	Mar-02	Abuja, Nigeria	Managing Change in a Globalizing Economy
24	Nov-02	Maseru, Lesotho	The African Public Service in the 21st Century
25	Apr-04	Banjul, The Gambia	The Role of Public Service in Poverty Reduction Strategies: Challenges and Solutions
26	Mar-05	Mombasa, Kenya	The Enabling State and the Role of the Public Service in Wealth Creation: Problems and Strategies for Development in Africa
27	Dec-05	Livingstone, Zambia	Harnessing the Partnership of the Public and Non-State Sectors for Sustainable Development and Good Governance in Africa: Problems and the Way Forward
28	Dec 06	Arusha, Tanzania	Towards an Effective Delivery of Public Services in Africa
29	Sep 07	Mbabane, Swaziland	Political and Managerial Leadership for Change and Development in Africa
30	Oct 08	Accra, Ghana	Enhancing the Performance of the Public Service in a Developmental State
31	Sept 2009	Nairobi, Kenya	The World Economic Crisis: Challenges to the African Public Administration Systems
32	Nov 2010	Durban, South Africa	Repositioning the African Public Services for the Realization of National Visions
33	Nov 2011	Lilongwe, Malawi	Strengthening Citizen Engagement through Decentralization to Enhance Public Service Delivery in Africa
34	Nov 2012	Zanzibar, Tanzania	Performance Management for Improving Public Service Delivery in Africa
35	Nov 2013	Kigali, Rwanda	Quality Leadership for Effective and Efficient Management of Public Service in Africa

APPENDIX VII | RAPPORTEURS

1. **Dr. Mataywa Busieka- Rapporteur General** Department of Public Service and Administration, Republic of South Africa
2. **Gaspard Musonera**
Coordinator of Single Project Implementation Unit/Ministry of Public Service and Labour-Rwanda
3. **Bernard Cyamuresi**
Legal Advisor in the Ministry of Public Service and Labour-Rwanda
4. **Munyaneza Faustin**
Planning officer / Rwanda Management Institute (RMI)
5. **Jennifer Mujuni**
Research and Knowledge management Expert
6. **Josephine Kimaro**
President's Office – Public Service Management –Tanzania

APPENDIX VIII | PROGRAMME

AFRICAN ASSOCIATION FOR
PUBLIC ADMINISTRATION AND
MANAGEMENT (AAPAM)



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

35th AAPAM Roundtable Conference

Theme: Quality Leadership for Efficient and Effective Management of Public Service in Africa

Date: 18th – 22nd November 2013

Venue: Kigali Serena, Rwanda

Conference Program

SATURDAY 16 th NOVEMBER 2013			
TIME	ACTIVITY	VENUE	COORDINATOR
	ARRIVAL OF DELEGATES		
	Registration of Delegates	Kigali Serena hotel	AAPAM Secretariat and National Organising Committee (NOC)
9:00 – 13:00	AAPAM Executive Committee Meeting	Kigali Serena hotel	AAPAM Secretariat
14:00 – 15:00	Meeting of AAPAM Executive Committee and National Organizing Committee (NOC)	Kigali Serena hotel	AAPAM Executive Committee and National Organising Committee (NOC)
16:00-18:00	Meeting of Rapporteurs	Kigali Serena hotel	AAPAM Secretariat
SUNDAY 17 th NOVEMBER 2013			
10:00-18:00	Registration of Delegates	Kigali Serena hotel	AAPAM Secretariat National Organising Committee (NOC)
14:00 – 18:00	Meeting of AAPAM Executive Committee, Council and Development Partners	Kigali Serena hotel	AAPAM Secretariat
14:00 – 18:00	Exhibition Booths set up	Kigali Serena hotel	AAPAM Secretariat National Organising Committee (NOC)

Opening and Welcome

DAY ONE: MONDAY 18th NOVEMBER 2013

Time	ACTIVITY	VENUE	COORDINATOR
7:00 – 7:30	Arrival of delegates and Late registrations	Kigali Serena hotel	AAPAM Secretariat and National Organizing Committee (NOC)
7:00 – 7:30	Arrival of delegates and Late registrations		
7.30 -8.00	All delegates seated/Kigali Serena Hotel Hall		
8.00-8:15	Senior Government Officials		
8:15-8:30	Diplomatic Corps		
8:30-8:45	Arrival of Ministers		
09:00-09:15	Arrival of VVIPs		
9.30	Arrival of the Guest of Honor		
9.30-9.35	National Anthem		
9.35-9.40	Welcome Note		
09.40-9.45	Message from AAPAM		
9.45-10.00	Introductory Remarks and Welcoming the Guest of Honor		
10.00-10.25	Keynote Address		
10.25-10.45	Opening Speech		
10.45-11.00	Group Photo		
11:00-11:30	Press Briefing and Refreshments		
11:30 – 12:15	Messages of Solidarity from Development Partners	<ol style="list-style-type: none"> 1. Meade Brent, Chair, International and Domestic Programs IPAC 2. Dr. John-Mary Kauzya Chief of Public Administration Capacity and Development 3. Mr. Joe Eshun - Partner, Regional Strategy and Operations Leader Deloitte 4. Dr. Steve Troupin - Strategic Projects Officer IIAS 	Session Chair:

12:15- 13:00	Focus Setting Remarks	UNDESA	
	LUNCH		
TIME	ACTIVITY	PRESENTER	REMARKS
14:00 – 14:45	<p style="text-align: center;"><u>PLENARY 1</u></p> <p style="text-align: center;"><u>Quality and Effective Leadership Conceptual Review and Definition</u></p> <p>The Challenges of Senior Public Sector Leadership: What Leadership Development Programs can lead to Improved Service Delivery</p> <p>Korea Experience in Leadership Management and Development</p>	<ol style="list-style-type: none"> 1. Dr. David K.W. Ssonko (Uganda) 2. Dr. Eun-jae Lee, President Korea Institute of Public Administration (KIPA) 	<p>Chairperson Dr. Abdulhamid Y. Mze e. Chief Secretary, Zanzibar Government</p> <p>Co- Chair: Ms. Deborah Katuramu, Permanent Secretary Health Service Commission- Uganda</p>
14:45-15:15	Plenary Discussions		
15:15 – 15:45	HEALTH BREAK		
15:45 – 16:45	<p style="text-align: center;"><u>PLENARY 2</u></p> <p style="text-align: center;"><u>Risk taking, Creativity and Innovation, are these Hallmarks of Quality Leadership?</u></p> <ul style="list-style-type: none"> • Risk taking, creativity and innovation: are these hallmarks of quality leadership? • Risk-taking creativity and innovation for quality leadership: the case of organizational performance at the South African department of Home Affairs • Re- Inventing Public Administration in Africa 	<ol style="list-style-type: none"> 1. Mr. Atolagbe Alege Gambari (Nigeria) 2. Ms. Nombulelo Nikiwe and Ms. Leighanne Naicker (South Africa) 3. Mr. Joe Eshun (Deloitte East Africa) 	<p>Chairperson Hon. Celine Kombani – Minister of State, President's Office, Tanzania</p> <p>Co- Chair Dr. Mark Johnston Interim Director Africa Cabinet Government Network</p>
16:45 –17:15	Plenary Discussions		
18:30 – 20:00	<p>Welcome Reception AAPAM Book Launch</p> <ul style="list-style-type: none"> • General Opening remarks • Book launch 	<p>Hosted by the Government of the Republic of Rwanda</p> <p>Venue: Kigali Serena</p> <p>Session Chair: Master of Ceremony</p>	

DAY TWO : TUESDAY 19th NOVEMBER 2013

TIME	ACTIVITY	PRESENTER	REMARKS
8:30 – 9:30	<p style="text-align: center;"><u>PLENARY 3</u></p> <p style="text-align: center;"><u>Navigating the Conundrum that is the Political/Administrative Interface</u></p> <ul style="list-style-type: none"> • Administration-Political nexus: is leadership essential for good governance? • The Political Administrative Interface Conundrum: Lessons and Opportunities from the South African Case 	<ol style="list-style-type: none"> 1. Sylvester Kugonza (Uganda) 2. Dr. Mataywa Busieka 	<p>Chairperson Hon. Prisca Sezi Mbaguta, Minister of State for Public Service, Uganda</p> <p>Co- Chair Ms. Mbako Nangula Permanent Secretary office of the Prime Minister- Namibia</p>
9:30 – 10:00	Plenary Discussions		<p>Chairperson</p> <p>Dr. Roland Msiska – Chief Secretary, Government of Zambia</p>
9:00- 10:00	Meeting of Jury for AAPAM Innovative Management Award		<p>Chairperson</p> <p>Dr. Roland Msiska – Chief Secretary, Government of Zambia</p>
10:00-16:00	Interviews for Finalists- AAPAM Innovative Management Award		<p>Chairperson</p> <p>AAPAM Secretariat</p>
10:00 – 10:45	<p style="text-align: center;"><u>PLENARY 4</u></p> <p style="text-align: center;"><u>Senior Management Leadership Development</u></p> <p>AU- CAMPS Management Guide on Leadership: Handbook on Leadership and Management Development in the African Public Service</p> <p style="text-align: center;"><u>Quality Leadership through Performance Management</u></p> <p>The Role of Public Sector Human Resource Managers in Developing Leadership Capacity in the Public Sector in Africa</p>	<ol style="list-style-type: none"> 1. Prof. Jide Balogun African Union Conference of Ministers of Public Service Secretariat (A.U-CAMPS Secretariat) 1. UNDESA Consultant 	<p>Chairperson Hon. Stella Ford MUGAMBO, Minister of Cabinet Affairs- Republic of Rwanda</p> <p>Co- Chair Dr. James Nkata, Director Uganda Institute of Management</p>

10:45 – 11:15	Plenary Discussions		
11:15– 11:30	HEALTH BREAK		
11:30 – 12:30	<p style="text-align: center;"><u>PLENARY 5</u></p> <p><u>Human resource development as a precursor for quality leadership</u></p> <ul style="list-style-type: none"> • Quality Leadership in practice: A participative Service Delivery Model applied by Public Institutions in Rwanda • Achieving Good Governance and Development in Tanzania: Is Leadership the Missing Link? 	<ol style="list-style-type: none"> 1. Hon. Wellars GASAMAGERA, Director General of Rwanda Management Institute (RMI) 2. Prof. Gelase Mutahaba (Tanzania) 	<p>Chairperson: Dr. Misrak Mekonnen, State Minister of Civil Service, Ethiopia</p> <p>Co- Chair Ann Waiguru, Cabinet Secretary Ministry of Devolution and Planning (Kenya)</p>
12:30 – 13:00	Plenary Discussions		
13:00 – 14:00	LUNCH		
14:00 –16:00	<p>CONCURRENT SESSION: 1</p> <ul style="list-style-type: none"> • Is Emotional Intelligence a Key Attribute of Quality Leadership? • The Crisis of Institution in Nigeria: A framework for Reform • Quality leadership in an environment of resource constraint. • Leadership Innovative Approaches to Attracting and Retaining Human Resource in Hard to Reach and Underserved Areas in Tanzania 	<ol style="list-style-type: none"> 1. Mr. Martin Muhereza (Uganda) 2. Dr. Tunji Olaopa (Nigeria) 3. Ministry of Finance (South Africa) 4. Josephine Rogate Kimaro (Tanzania) 	<p>Chairperson: Mr. George Yambesi – Permanent Secretary, President’s Office, Tanzania</p> <p>Co- Chair Mr. Gabriel Lengoiboni, Commission Secretary, Teachers Service Commission of Kenya</p>

	<u>PLENARY 7</u> <u>Country case studies</u>		Chairperson: Mr. John Mitala , Head of Public Service Uganda Co- Chair Mr. George Nyeko Bank Secretary, Bank of Uganda
	<ul style="list-style-type: none"> • Enhancing Leadership Competencies in Local Government: The Case of Five Local Government Authorities in Tanzania • Le red du leadership de qualité des dirigeants dans la gestion d'une structure hospitalière au Mali: Etude de cas sur le processus d'Informatisation des caisses et le recensement biométrique du personnel du Centre Hospitalier Universitaire Gabriel Touré (CHU -GT) de Bamako, pour une redevabilité redible. • Through the lens of South African manager: A viewing of leadership excellence • Navigating through the political/Administrative Corruption Conundrum: South African Case Studies 	<ol style="list-style-type: none"> 1. Mr. Enortha Shao (Tanaznia) 2. Dr. Ly Ousmane (Mali) 3. Prof. Nirmala Dorasamy (South Africa) 4. Prof. Mantzaris & Prof. Pillay (South Africa) 	
12:30 – 13:00	Plenary Discussions		
13:00 – 14:00	LUNCH		
14:00 – 14:40	Presentation of Finalist AAPAM Innovative Awards		Chairperson: Dr. Roland Msiska – Chief Secretary, Government of Zambia
14:40 – 15:004	<u>Informative Session & Discussions</u>	Mr. John-Mary Kauzya APS- HRMnet /UNDESA Mr. David Muturi	Chairperson: Mr. Abraham Roch Okoko Esseau AUC, Governance Coordinator Interim Head of AU-CAMPS Secretariat-Ethiopia Co- Chair

	sector in Africa <ul style="list-style-type: none"> Introducing Organizational Performance Index (O.P.I) by Kenya Institute of Management State of Public Service in Africa (A.U./CAMPS/AMDIN/UNDP project) 	C.E.O Kenya Institute of Management Dr. Nura Mohamed Huka - African Management Development Institute Network (AMDIN)	Dr. John Lavelle, Consultant UNDESA
16:40 – 17:00	HEALTH BREAK		
17:00 -18:00	AAPAM Vice Presidents meeting with respective Regions	Rapporteur General Dr. Mataywa Busieka	Chairperson: AAPAM Secretariat
17:00 -18:00	Minister/ High Government Officials meeting with AU CAMPS On the ratification of the Public Service Charter on the Values and Principles of Public Service, Administration and the implementation of the Long Term Strategy for Africa Governance and Public Administration Programme)		
	Workshop Discussion and Presentation of Reports		Rapporteur General
	Workshop for AAPAM Young Professionals to finalize Report		
19:00 – 21:00	DINNER AND CULTURAL EVENING Presentation of AAPAM Innovative Management Awards	Venue: Kigali Serena	
DAY 4: THURSDAY 21st November 2013			
08:00– 17:00	EXCURSIONS		
DAY 4: FRIDAY 22th NOVEMBER 2013			
TIME	ACTIVITY	PRESENTER	REMARKS
TIME	ACTIVITY	PRESENTER	REMARKS
	PLENARY 8 1. Rwanda's Transformational	Prof. SHYAKA Anastase, Chief Executive Officer of Rwanda	Chairperson: Mr. Diphofa Mswahle -

8:30 - 9:00	Leadership Journey: Home Grown Initiatives for Efficient Public Service and Sustainable Development	Governance Board	AAPAM Vice President, Southern Africa Co- Chair Hon. Wellas GASAMAGERA- Director General of Rwanda Management Institute (RMI)
9:00 – 9:30	Plenary Discussions		
9:30 – 11:00	African Minister’s Panel 1. Opening by Chair 2. Ministers interventions 3. Questions from the floor		Chairperson: Hon. Anastaste Murekezi- Ministry of Public Service and Labour (Rwanda) Co- Chair Mr. Abdon Agaw Jok Nhial- AAPAM President
11:00 – 11:30	HEALTH BREAK		
11:30 – 12:30	<u>PLENARY 9</u> <u>Presentation of Reports</u> 1. Presentation of Concurrent Sessions Report 2. Presentation of Reports from breakaway sessions 3. Presentation and Discussion of Conference Communiqué		Chairperson: Mr. George Yambesi - Permanent Secretary, President’s Office Tanzania Co- Chair Hon. Philister Baya Lawiri, Chairperson, South Sudan Civil Service Commission
12:30 – 13:00	<u>CLOSING CEREMONY</u> • Vote of Thanks by Delegates Representative • Invitation to the 36 th AAPAM Roundtable Conference by Host Country • Closing Statement by the AAPAM President • Closing of the Conference by an Official from the Government of Rwanda		AAPAM Secretariat and National Organizing Committee (NOC)
13:00- 13: 30	Press Briefing		AAPAM Secretariat and National Organising Committee (NOC)
13:00 – 14:00	LUNCH AND DEPARTURE		
THANK YOU GOVERNMENT AND PEOPLE OF THE REPUBLIC OF RWANDA			

AAPAM Partners

Deloitte



United Nations Department of Economic and Social Affairs (UNDESA)

IPAC

The Institute of Public Administration of Canada



IAPC

L'Institut d'administration publique du Canada



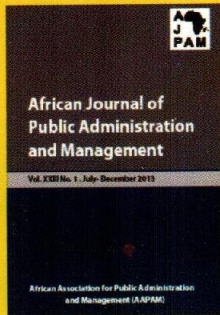
Foreign Affairs, Trade and Development Canada

Affaires étrangères, Commerce et Développement Canada

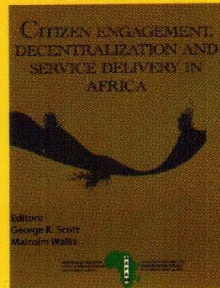


Delegates at the 35th Roundtable Conference

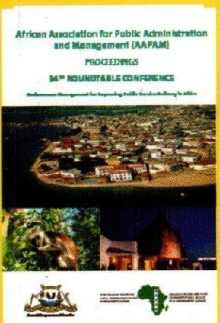
Recent AAPAM Publications



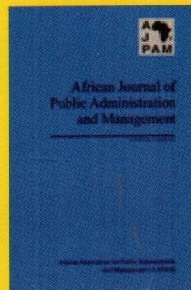
African Journal of Public Administration and Management
Volume XXIII No. 1
July - December 2013
USDS 10
ISBN 9966 920 013



Citizen Engagement, Decentralization and Service Delivery in Africa
USDS 25
ISBN 978-9966-065-26-1
Book is USDS 25



Report of the 34th AAPAM Roundtable Conference Zanzibar, Tanzania
USDS 10



African Journal of Public Administration and Management
Volume XXII No. 2
January 2013
USDS 10
ISBN 9966 920 013