



Proceedings

32nd AAPAM Roundtable Conference

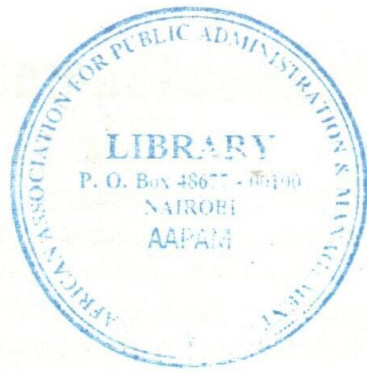
Theme: Repositioning the African Public Services
for the Realization of National Visions

15 - 19 November 2010 • Durban • South Africa



Republic of South Africa





Repositioning the African Public Services for the Realization of National Visions

Report of the 32nd Roundtable Conference
of the African Association for Public Administration
and Management (AAPAM)
Durban • South Africa
15 - 19 November 2010

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Thank you, South Africa.

AAPAM acknowledges the immense support by its membership, particularly the African governments, the corporate and individual members whose annual subscriptions greatly enhanced the process of planning and holding of the 32nd Roundtable Conference.

AAPAM also wishes to acknowledge with gratitude the financial and technical support provided to us by our Development Partners. Namely, the Canadian International Development Agency (CIDA), through the Institute of Public Administration of Canada (IPAC), the Commonwealth Secretariat through the Governance and Institutional Development Division (GIDD), and the United Nations Department of Economic and Social Affairs (UNDESA). We thank them heartily for their support and for the confidence they have shown in us.



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Chapter 1



Introduction

The 32nd African Association for Public Administration and Management (AAPAM) Roundtable Conference took place from the 15th to 19th November 2010, in Durban, South South Africa. The conference was organized and hosted by the Government of the Republic of South Africa in collaboration with AAPAM Executive Committee. The conference theme was **“Repositioning the African Public Services for the Realization of the National Visions”**. The conference was officially opened by Hon. Richard Baloyi, Minister for Public Service and Administration, Republic of South Africa. In attendance were Ministers of Public/Civil Services, senior public servants as well as members of the academia and practitioners in the field of public administration and management. The 2010 Roundtable Conference was a continuation of the tradition dating back to 1978 when AAPAM launched the Conference series hosted in different member states. Each annual Conference addresses issues of contemporary relevance and concern.


364 delegates from 27 countries attended the 32nd Roundtable Conference. The delegates included 15 Young Professionals who had been newly recruited into the Public/Civil Service. The participation of the Young Professionals was intended to enhance their professional development through inter-generational knowledge transfer and the sharing of learning experience.

The countries represented at the Roundtable included Botswana, Benin, Cameroon, Canada, Egypt, Ghana, Gambia, Kenya, Lesotho, Liberia, Malawi, Mauritius, Mozambique, Namibia, Nigeria, Rwanda, Seychelles, Sierra Leone, Somalia, South Africa, South Sudan, Swaziland, United Republic of Tanzania, Uganda, Zambia and Zimbabwe. The Roundtable Conference was also privileged to have representatives of AAPAM Partner Organizations namely, African Capacity Building Foundation (ACBF), the United Nations Department of Economic and Social Affairs (UNDESA), the Institute of Public Administration of Canada (IPAC), the Commonwealth Secretariat, London and the United Nation Development Programme (UNDP).

During the Roundtable, the AAPAM Awards recognizing innovations in the public sector were awarded to the six finalist organizations namely from Tanzania (Gold), Kenya (Silver) and Mauritius (Bronze) while the three organizations from Kenya, Mozambique and Tanzania received Glass Trophies.

The main objective of the conference was to provide participants with an opportunity to interrogate and reflect on strategies and methods for realizing national visions to address the challenges of delivering quality public services to citizens.

This report was prepared by Conference Chief Rapporteur Dr. Mataywa Busieka, Director, International



and African Affairs Chief Directorate of the Department of Public Service and Administration of South Africa. Dr. Busieka was assisted by Prof. Tito Khalo, Prof. Kabelo Moeti, Dr. Bheka Nthangase, Prof. Peter Franks and Dr. Nirmala Dorasamy. The final version was produced after additional review by the AAPAM Secretariat.

Roundtable Objectives

The overall objective of the 32nd Roundtable was to focus attention on the unique responsibilities that strategic visioning places on national public administration systems. To achieve this overall objective, participants:

- a) Compared the development planning experience of the early post-independence period with the strategic visions formulated in recent years at global, regional, and national levels, paying particular attention to differences and similarities as well as the lessons learnt so far;
- b) Examined the implications of implementing national strategic visions *simultaneously* with global and regional initiatives such as the MDGs, NEPAD, and sub-regional economic communities' protocols on free movement of persons, goods and capital. Participants proffered realistic answers to the attendant questions of overlap, duplication, resource spread, loss of focus and haziness/distortion of vision;
- c) Reviewed country experiences in the design of instruments for the management of systemic change and measurement of progress. Based on assessment of strengths and weaknesses, recommended appropriate improvements in existing change management and monitoring mechanisms;
- d) Focused attention on the leadership, policy analysis, data gathering, archiving, legal drafting, and other technical/professional capacity gaps that the public service needs to effectively backstop the national strategic visions alongside parallel but external initiatives;
- e) Reflected on the elements of policies and strategies that would most effectively develop the capacities of human resources in the public sector to enable African countries to implement development strategies effectively.

Roundtable Sub-Themes

To achieve the stated objectives and realize the expected outcomes, a number of cross-cutting issues were discussed in plenary sessions under the following topics or sub-themes:

- a) Critical Review of the Development Planning Efforts of the Early Post-independence Period
- b) Comparison of First Generation Development Planning with Contemporary Strategic Visioning Process In and Across Africa Countries: Lessons Learnt and Mistakes Repeated.
- c) Aligning National Development Visions and Priorities with Parallel External Initiatives, Opportunities, Challenges and the Way Forward
- d) Building a New Strategic-Oriented Personality for African Development: Focus on Ethical, Attitudinal and Behavioural Prerequisites
- e) National Strategic Visions and the African Public Administration
- f) Systems: Focus on Critical Capacity and Success Factors

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- g) Lessons Learnt from National Strategic Visioning: Some Case Studies of Non-African Experiences
 - h) Country Case Studies

Expected Outcomes

The 32nd Roundtable radically departed from past conferences in that discussion and deliberations were geared towards changes in policy, programming, and management systems. Among the outcomes expected from the Roundtable were the following:

- (a) Lessons learnt in failed experiments in post-independence development planning and recommendations on how contemporary national visioning process might avoid past pitfalls.
- (b) Empirical data examined on national experiences and difficulties in "marrying" national strategic visions with parallel external initiatives (like MDGs, NEPAD, and sub-regional declarations on trade liberalization).
- (c) Specific, pin-point-precise and time-bound recommendations made on how to relieve the burden (or effectively manage the demands) imposed on national public administration systems by the *simultaneous* implementation of national and parallel external initiatives.
- (d) Key lessons learnt from non-African experiences in strategic visioning and change management (particularly, experiences from India, Malaysia, Singapore, Korea, China, and Brazil).
- (e) Identification of critical (leadership, policy analytic, sequencing and coordination, data gathering and retrieval, archiving, monitoring and evaluation, productivity and performance management etc.) capacities needed by the public service to backstop national strategic visions effectively.
- (f) Proposals for elements of human resource management polices and strategies that can strengthen and harness the capacities of Africa's human resource in the public sector developed.
- (g) Assignment of responsibilities for the implementation of Roundtable recommendations to central government and key planning agencies, local government and decentralized institutions, civic actors, the academic community, national chapters of AAPAM, and the AAPAM Secretariat.
- (h) Production of a Report of the 32nd Roundtable, complete with findings, recommendations, and capacity development proposals.





Chapter 2

Opening and Welcome ceremony

Programme Director: **Mr. Kenny Govender:** Acting Director General:
Department of Public Service and Administration,
South Africa

Rapporteur: **Dr. Mataywa Busieka:** Director: International and African Affairs:
Department of Public Service and Administration,
South Africa

Mr Kenny Govender, the Acting Director General for the Department of Public Service and Administration of the **Republic of South Africa chaired the 32nd AAPAM Round Table Conference. Mr Govender** welcomed participants to South Africa and to the Conference opening session.

Mr. Michael Mabuyakhulu, Member of Executive Council (MEC) for Tourism and Economic Development for the province of KwaZulu-Natal

Mr. Mabuyakhulu welcomed delegates to Durban and wished them a happy stay during the Conference duration. He emphasized the need for African strategies to grow and develop the continent. There is a pressing need, he said, to devise innovative solutions to address the many challenges African governments are currently grappling with. He said that public servants are administration foot soldiers whose cardinal responsibility is to ensure that governments are victorious in the fight against the numerous developmental challenges bedevilling the continent. He encouraged delegates to take time off and explore the many tourists' attractions that Durban has on offer.

Mr. Tlohang Sekhamane: (Lesotho) AAPAM President

Mr Sekhamane extended a warm welcome to all the delegates. He expressed confidence that papers lined for presentation at plenary and the follow-up discussions will do justice to the captivating theme. He extended AAPAM's gratitude to the host country for the excellent arrangements and abundance of courtesies. The President praised South Africa for the able and hugely successful manner it had hosted the 2010 World Cup soccer spectacle. He said Africa was proud to be associated with this resounding success. Mr Sekhamane recognised and congratulated cabinet Ministers for their attendance. He further recognised and thanked development partners for their continued support. He commended African countries that regularly pay their subvention noting that some countries have in fact increased their annual contributions. Last but not least, Mr. Sekhamane paid tribute to the AAPAM Executive for the outstanding work in putting together the Conference preparations.

Messages of Support from Development Partners

Mrs Janet Kathyola: Commonwealth Secretariat, London

Whilst conveying her message of support, Ms Kathyola indicated that the public sector development is one of the core mandates for the Commonwealth and that AAPAM is one of Commonwealth's strategic partners. The Commonwealth, she stated, has for five years supported the AAPAM Young Professionals programme in the understanding that if the youth are left behind in developmental processes, a vacuum can be created in nurturing future leaders. The Commonwealth also supports the AAPAM Innovation Awards programme.

Reflecting on the Conference theme, Ms Kathyola said that it is a timely discussion that provides an opportunity for African countries to revisit their visions with a view to assess whether developmental plans were being realised. The question should be asked: To what extent are different stakeholders involved in planning and reviewing national visions? She said it is critical that stakeholders also understand their specific role in the visioning processes.

Ms Kathyola stressed the importance of aligning visions to development plans. It is also important, she opined, to prioritise so as to focus the often limited resources. She concluded by calling on focused reflections on Africa's capacity to realise national visions. She expressed the view that Africa has enough capacity, the only challenge being the manner in which such capacity is put to use.

Ms Wynne Young of the Institute of Public Administration of Canada (IPAC)

In her message of support, Ms. Young said that AAPAM and IPAC have had a mutually beneficial relationship since 1994. She reflected that the world was moving from a debilitating financial crisis to one that is complex and highly competitive. The financial crises, she averred, had thrown up vast new challenges as well as opportunities. There is, therefore, a need, she added, for a new thinking and way of doing things.

Ms Young noted that the theme is aligned to the AAPAM and the IPAC visions. With the world becoming more complicated and interlinked, Ms Young urged for more innovative approaches to public sector transformation initiatives. There is, therefore, a need for an exchange of ideas and best practices she said. This is why IPAC's activities straddle national and international spheres.

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

Dr. John Mary-Kauzya gave the assurance that UNDESA is committed to working with AAPAM to strengthen public sector capacity. He explained that UNDESA is in partnership with AAPAM on a programme to professionalise the African public service. In this respect, he said, UNDESA will provide feedback to the Conference on progress made in the implementation of the African Human Resource Management Network (AHRMNet). He thanked Benin for the able manner it had organised and convened the AHRMNet Workshop where 42 countries attended. The second workshop is planned for Addis Ababa, Ethiopia in March 2011.





Dr. Mary-Kauzya thanked AAPAM for joining the UN in its Innovation Awards ceremony held in Barcelona, Italy. He reported that discussions are underway for Africa to host the 2011 Innovation Awards ceremony. The Awards programme, he explained, recognise African efforts to build leadership capacity.

Prof. Gelase Mutahaba: African Capacity Building Foundation (ACBF)

Prof. Gelase Mutahaba delivered the solidarity message on behalf of the African Capacity Building Foundation (ACBF). He congratulated AAPAM on the occasion of the 32nd Round Table Conference. He said that AAPAM and the ACBF had done and continue to do a lot of work in the area of capacity building. The ACBF looked forward to continue its excellent and mutually beneficial partnership with AAPAM in the transformation of the African public service.

Hon. Minister Richard Baloyi: Minister for Public Service and Administration, Republic of South Africa

The Minister applauded AAPAM for the choice of the 32nd Roundtable theme. The theme, he said, throws up important assumptions which include but are not limited to the view that past planning and visioning has not worked so well hence the need to draw back and take introspection. Minister Baloyi explained that African scholars, practitioners, public servants and indeed politicians acknowledge that, the way we are structured does not necessarily position us for the developmental agenda we seek, repositioning is needed to advance for the betterment of our people's lives.

The Minister reflected that in the context of the AU the African Peer Review Mechanism (APRM) was repositioning African member states visioning. The APRM, he said, had turned inter-regional cooperation into reality. He added that the APRM thematic areas namely: Democracy, Economic Development, Corporate Governance and Social Economic Development provide a compelling reason for repositioning of the public service. Some of the areas the APRM offer opportunity for partnership with civil society is the fight against corruption.

Since the APRM is civil society friendly, Minister Baloyi invited AAPAM, as one of the progressive civil societies in Africa, to participate in the APRM framework. Noting that APRM is a research intensive exercise, the Minister opined that AAPAM's think tank capability can infuse new levels of capacity in the process. In this respect, the Minister saw the possibility for AAPAM to relieve Africa of the colonising notion that west is best. The Minister called on AAPAM to move towards the creation of high calibre cadres that will reposition the African public service. In the current global economic environment, Africa needs an innovative public administration to help resolve the many service delivery challenges the continent is confronted with. The minister also called on AAPAM to review the model of country chapters to recognise local chapters and ensure greater representativity at continental level. The Minister wished delegates successful deliberations during the course of the conference and a safe passage back home. He then declared the 32nd AAPAM Roundtable Conference officially opened.

Chapter 3

Conference Deliberations

Keynote Address

Session Chair:**Mr. Joe D. Issachar:** AAPAM Deputy President**Presenter:****Prof. Richard Levin:** Director General:Department of Economic Development, *South Africa***Rapporteur:****Dr. Mataywa Busieka:** Director: *International and African Affairs, Department of Public Service and Administration, South Africa*

In his intervention Prof. Richard Levin said that the new African National Congress (ANC) administration is establishing some of the key institutional features of the South African developmental state. Prof. Levin noted that the history of colonialism and apartheid constrained economic development thereby creating dualism in the economy – industrialised centre versus marginalised peripheries. As a result of this dualism spatial inequality continues to take a racial form. Social inequality is acute and unemployment hovers at 25% and that 10% of the richest households receive 40% of the national income. There are high levels of concentration and monopolisation which undermine competitiveness and industrialisation and this adversely impacts on consumers

In view of these many challenges, Government introduced the Broad-based Black Economic Empowerment (BBBEE) as a critical policy instrument designed to transform the racial character of the economy. Prof. Levin explained that the BBBEE Act of 2003 aimed to achieve a substantial change in the racial composition of ownership and management structures and in the skilled occupations of existing and new enterprises. Other objectives were to increase the extent to which communities, workers, cooperatives and other collective enterprises own and manage existing and new enterprises. The Act, he added, aimed at increasing the extent to which black women own and manage existing and new enterprises as well as empowering rural and local communities by enabling access to economic activities, land, infrastructure, ownership and skills (etc)

Prof Levin reflected that BBBEE objectives permeate state intervention in the economic sphere. Much of this has been positive, providing the material conditions and creating the possibility of boosting productivity, investment and growth. He explained that South Africa has developed a progressive policy framework which has created the possibility of broader, inclusive and developmental capitalist accumulation from below. The practice, however, he said, has lagged behind the possibility. Prof. Levin said that although the goals of BBBEE are noble, unintended consequences of enrichment have crept in. “Unpatriotic” class forces have undermined this initiative, paving the way for narrow self-interested forms of accumulation from above, often through abuse of state access. Prof. Levin said that turning this tragic





outcome around requires strong subjective political will and a capable developmental state. A state, he said, which places the interests of the historically oppressed and exploited classes at the centre of socio-economic development and transformation

In conclusion Prof. Levin reflected that the 21st century places new demands on the public service as public policy and governance become more complex. Public servants require enhanced skills, a working environment that is conducive and more sophisticated human resource management. Key 'hard' (project management) and 'soft' (conflict management) skills are required. He added that shortages exist in highly-skilled professions (engineers, doctors, prosecutors, financial managers, economists etc). There is also, he observed, an absence of career paths, application of the performance management system, job evaluation and selection processes. These challenges are further compounded by lack of delegation, delays in decision-making and other forms of red tape.

Discussions/Recommendations

- (i) A point was taken that the dawn of democratic rule has ushered in a wave of migrants from other parts of Africa in search of new opportunities in South Africa that had led to eruptions of xenophobic attacks. Part of the reason for these attacks was that some sections of South Africans were slow in understanding the phenomenon of migration. To counter this, the South African Government has invested immensely in education, awareness campaigns and policing measures to deter further eruptions.
- (ii) It was considered that South Africa was presently undergoing the transition other African countries underwent after the shackles of colonialism had been broken. There is, however, a risk that if South Africa does not manage this transition carefully, politically connected elites will enrich and insert themselves in the space left by the oppressor. This development will deepen inequality and further exacerbate tensions in the political arena. Delegates expressed the view that South Africa has a unique chance to learn from and correct the mistakes other African countries committed that led to wasted years of political strife and economic degeneration.
- (iii) On the question of land reform, South Africa can also borrow a leaf from experience elsewhere in Africa to do things right. Land reform in South Africa is aimed at changing racial patterns of ownership. The objective is to ensure popular participation in productive activities. The challenge for South Africa is how to evolve the farming model to allow people to participate in productive land usage. Specific targets have been set in land retribution.

Plenary Session 1



Panel Discussion: Steering the Public Service Towards the Realization of National Visions

Session Chair: Mr. Tlohang Sekhamane: AAPAM President, Government Secretary, Head of Public Service, Cabinet Secretary, Lesotho

Heads of Public Services

Panelists: Mr. John Mitala: Head of Public Service and Secretary to the Cabinet of Uganda

Mr. Eric Molale: Head of Public Service of Botswana

Mr. Abdon A Nhial: Head of Public Service South Sudan

Mr. Kenny Govender: Acting Director General: Department of Public Service and Administration of South Africa

Rapporteurs: Dr. Bheka Nthangase : Durban University of Technology South Africa

Dr. Nirmala Dorasamy: Durban University of Technology South Africa

Presentations

Mr. John Mitala: Head of Public Service and Secretary to the Cabinet, Uganda

Mr. Mitala opined that conditions on the ground require national visions to be repositioned. The need to reposition is demonstrated by a number of economic challenges. Since the Public Service is the implementing arm of government there are expectations of the Public Service. These expectations are to ensure: that states do not live in the past, never tire from advising ministers, sincerely assess what is actually on the ground and assess if they are heading in the right direction. The Public Service needs to capacitate/negotiate to avoid being over stamped by those assisting, where failures are experienced avoid pessimism and perpetually complaining, repair and move on, manage programmes not people, to govern efficiently and effectively and lastly vote wisely.

Mr. Eric Molale: Head of Public Service of Botswana

Mr. Molale said that the people of Botswana asked themselves this question, "what would Botswana be like after 50 years of independence?" The question was answered through a consultative approach that involved all the citizens of Botswana. The outcome focused planning approach (called Vision 2016) was used, which entails the following: align resourcing and capacity to deliver the plan, develop budgets based on outcomes, capacity and targets, develop indicators and annual budgets. In keeping with Vision 2016, align the review system to monitoring and evaluation to accommodate quarterly and annual reporting and align performance contracts with outcomes and outputs.

Identified challenges were that: capacity was not always available, resources were poorly coordinated, shopping lists developed rather than budgets, a robust monitoring and evaluation system was not implemented until 2009 and reforms were not geared to improving performance. To address these challenges and in an effort to make alignment real, five (5) key factors were identified. These factors were:



leadership, resource management, implementation and co-ordination, information management and communication and human resource management.

Key performance areas included facilitation of resource optimization (do more with less) and re-engineering processes to eliminate redundancies. A need was identified to facilitate access by using Information Communication Technology (ICT), monitor performance using monitoring and evaluation system and performance management system. Reforms played a very critical role; among others, a graphical analysis was used to depict performance, the vision is to eradicate poverty and not to reduce poverty. Ministries are reviewed bi-annually in line with performance according to Vision 2016 with performance analyses focusing on issues, implications, action plans, accountability and strategic initiatives.

Mr. Abdon A Nhial: Head of Public Service South Sudan

A national vision is seen as a table of things people in leadership use to guide them in achieving their development agenda. If the national vision is agreed upon, then the following questions need to be answered: What makes the public service qualified to achieve the national vision? To what extent does the public service share the national vision? Where do we draw the line between a realistic and a utopian national vision? The public service is composed of two arms political leadership and administrative leadership, which must agree on the national vision based on wide consultation and a written blue print.

If there is joint participation by leadership and civil servants in drawing up the national vision, then it can be realized to a reasonable extent. There has to be cohesion and harmony between leadership and civil servants. Even if harmony exists the following challenges can emanate: ambition based on unavailable resources, plans that read well on paper but cannot be implemented because of insufficient resources in a dictatorship, politicized civil servants can resist implementation, nationalism and patriotism can be jeopardized by personal ambition of the ruling party.

Mr. Kenny Govender: Acting Director General: Department of Public Service and Administration, South Africa

Mr. Govender said that it is important to be clear on how one arrives at the national vision. Role players need to be identified in a consultative process. Public servants as members of society need to participate in activities in societies. One of the reasons for national plans failing is that they are written by consultants without involving members of society. It is also important, he added, to determine achievable outcomes, while ensuring that the national vision is long term. In developing long term goals these must be flexible to adapt to global conditions. Since 2009, South Africa has adopted the Outcomes Based Performance Management System which is based on five priority areas- Education, Health, Safety, Decent work, Infrastructure and Human settlement.

Mr. Govender explained that the five priority areas are defined in 12 outputs. For the public service, there is only one output; which is effective and efficient public service. All delivery agreements are based on the 12 outcomes signed by the 9 ministers to ensure integration. Achievement is based on identifying delivery partners and entities, human resource needs, financial resources, and systems to monitor. Delivery agreements have been transferred to annual performance plans of individual departments which

are then translated into individual performance agreements for each public servant.

Mr. Govender concluded that five key principles are identified for achieving the national vision-Responsibility and accountability, Interactive processes for comprehensive involvement, Clear communication, Promote innovation, research and development, Ensure political and administrative interface. The realization of the national vision is complex, requiring strong leadership to guide the process, appropriate governance processes, strong sense of accountability and sanctions and availability of resources.

Discussions and Recommendations

- (i) A point was taken that the focus should be on steering not only the public service towards achieving the national vision, but also the people. The administrative and political interface is important since all stakeholders need to think along the same lines. Most countries have their own development documents drafted by national experts. In some countries, for example, while the national document is well drafted, implementation is the problem. Some salient questions with regard to developing national visions are: how can countries translate their dreams into reality? How do states co-ordinate the Millennium Development Goals (MDG) with the individual goals of the states? Countries need to be helped in monitoring and evaluation actions and in accelerating implementation.
- (ii) It was noted that where the citizens are part of the visioning process, then policies would be based on national consensus. Without national legitimacy, undercurrents can develop. There is need to walk the talk, rather than waxing hypocritical rhetoric. There is also a need for a critical assessment of what is done. It is important not to separate the presidency from the ministry of public service – this can help to minimize conflict. The presidency should give direction on what implementation should look like, Planning systems should not plan for the people but with the people. Establish effective structures for communication with the staff at grass roots level who are in frequent contact with the public. Use of a bottom-up learning approach through consultation is critical as well as involving all stakeholders in the implementation processes.
- (iii) One area where a consultative process has shown results in Botswana is the fight against the Aids pandemic. The Consultative approach supplied the Aids initiatives with the requisite legitimacy, accountability, and responsibility. Life expectancy improved from 40 to 59.
- (iv) Accountability and responsibility work hand in hand to achieve results. It is important to minimize conflict while effectively managing implementation. There is need to reach out to the people without allowing differences to compromise core responsibilities. A minister is a politician, who can promise many things in a short time. Ministers need to account for non fulfillment of promises. Public servants must support the minister to respond when implementation is not taking place.





Plenary Session 2

Creating a Developmental Public Service

Session Chair: **Mr. Titus Ntambuki, MBS:** AAPAM Vice President, East Africa, Permanent Secretary, Prime Ministers' Office, Ministry of State for Public Service, Kenya

Presenters: **Dr. Fondo Sikod:** Faculty of Economics and Management, University of Yaoundé II: Cameroon

Dr. Margaret Kobia: Director and CEO: Kenya Institute of Administration (Kenya)

Dr. John-Mary Kauzya: Chief of Governance and Public Administration Branch: United Nations Department of Economic and Social Affairs (UNDESA) UN, New York

Rapporteurs: **Prof. Tito Khalo:** Tshwane University of Technology, South Africa

Presentations

Dr. Fondo Sikod: the Public Service of Sub-Saharan Countries 50 years on: Stakes, Challenges and Lessons learnt

Dr. Sikod intimated that 2010 was an important year for African countries because majority of these countries celebrated 50 years of independence and has set challenges for their public services. He commenced the presentation by outlining historical and political events that occurred in Africa 50 years earlier. He also pointed out that colonialism set in Africa in the 19th century immediately after the creation of an African state in Benin. Upon independence, he said, majority of Sub-Saharan African governments, inherited trappings of statehood.

Dr. Sikod said that after independence most African armies did not have a role to play and instead became presidential guards. These armies, in turn overthrew their governments and experienced difficulties in transforming from being freedom fighters to leading their nations. The military also found it difficult to transfer power constitutionally, through for example, free and fair elections contested by political parties. He added that there was resistance everywhere and that military juntas used the barrel of a gun to force leaders out of office. As a result, he added, there were *coup d'états* everywhere in Sub-Saharan Africa.

Dr. Sikod explained that military leaders attempted to legitimize themselves by modifying the constitution and thereby making Sub-Saharan Africa unstable and with instability growth and development were then delayed. He added that Sub-Saharan African countries inherited colonial economies and were unable to lift their economies out of the quagmire due to a number of factors. In the 1970's, he explained further, these countries incurred massive debts and the International Monetary Fund and the World Bank came in as another form of colonial masters in the 1980's. He indicated that when these governments borrowed from the IMF and World Bank, they became victims of conditionalities in that these African countries ended up being heavily indebted.

In view the afore-mentioned, Dr. Sikod posed the question; "Did Sub-Saharan African countries actually borrow?" He asserted that these countries managed poverty rather than growth. He cited the example of Nigeria having borrowed \$8billion but in turn repaid \$20billion. He also reflected on what he termed the China factor. He pointed out that in 2006 China advanced funds to Sub-Saharan African governments but instead of repayment being made in monetary terms, China requested repayment in kind, like influencing policies of these countries as a way of repaying their debts. He said, China then became the biggest trade partner of Sub-Saharan African countries and was seen as an alternative to Europe/ America for financial assistance.

In conclusion, Dr. Sikod presented an outline on the state of ICT's and the knowledge gap, and how these impacted on the realization of national visions of Sub-Saharan African countries. He reported that these countries are leapfrogging in e-government. The challenge then, he said, is for Sub-Saharan African countries to enhance their own abilities to be able to face and address the challenges of service delivery.

Dr. Margaret Kobia: Kenya's Vision 2030

Dr. Margaret Kobia presented Kenya's 2030 Vision and reported that the first ten years of Kenya's independence was characterized as good. She added that between 1980 and 1990 Kenya experienced external and internal difficulties. She continued that the rationale for Kenya's 2030 Vision centres around the Millennium Development Goals and that, to achieve this vision largely depends on the capacity of Kenya's public service to embrace innovative and creative approaches to service delivery.

Dr. Kobia argued that national visions should form part of the Performance Management Systems (PMS). She lamented that majority of African public servants lacked innovation and creativity. She outlined the three pillars of Kenya 2030 Vision as: Economic – striving to achieve economic growth of 10% per annum; Social – striving to achieve a just and cohesive society, and Political.

Dr. Kobia indicated that national visions can be realized through entrepreneurial public service. In Kenya, she said, innovation and creativity are confined to projects. She reported that innovation and creativity were introduced in the Kenyan public service through the Performance Management Systems, which, she said, is borrowed/ imported from the private sector. In view of her observations, Dr. Kobia posed the following question "How do we inculcate entrepreneurial culture in the public service of Kenya?" She responded that an entrepreneurial culture can be inculcated in the public service if there is effective leadership.

Dr. Kobia also presented theoretical perspectives on entrepreneurship in the public sector and the lessons learned by Kenya in implementing the PMS to inculcate the culture of innovation and creativity to enhance service delivery. She argued that traditional approaches to service delivery are no longer sustainable and that entrepreneurship enables the public service to scout for enhanced delivery opportunities. She stressed the importance of consultation in the quest by African governments to improve service delivery and concluded the presentation by emphasizing the need for entrepreneurial leadership in the public service.





Dr. John-Mary Kauzya (UNDESA) Enhancing Public Administration Effectiveness in Africa through Strengthening Local Leadership Capacity

Dr. John-Mary Kauzya indicated that his paper was based on an observation made in terms of service delivery in Africa. He noted that decentralization of functions and power was implemented in many African governments but ultimate power still vest with central governments. He warned that with this in mind, local governments are blamed for the ills of service delivery and therefore, he supported the concept of power being devolved to local governments and not concentrated on the central government. He explained the important role that leadership plays at the local level of government in terms of L-leveraging E-engaging A-aligning plans D-developing people E-ensuring accountability R-responsibility (LEADER).

Dr. Kauzya reiterated the role that local governments play in assisting countries of Africa in meeting Millennium Development Goals. He stressed, therefore, that public administration must be strengthened at the local level, as is the network of leadership at the local level that must also be strengthened and the capacity of those who operate at that level. He also acknowledged that there are challenges that must be handled at the local level and proposed that public administration leadership capacity at the local level must adhere to the principle of LIVE: L-listen I-inquire V-voice E-empathy. He concluded the presentation by asking the following question that must be answered: "Should central governments decentralize or wait until local governments are capacitated before power is devolved to them?"

Discussions/Recommendations

- (i) The question arose of how can AAPAM intervene in the conflation of politics and administration, where conflict that arises between politicians and civil servants affect service delivery? In her response Dr. Kobia cited the Kenyan case where both politicians and civil servants meet regularly and spend time together in order to know each other and the arrangement works well. The role of management development institutes in the training of civil servants was also given as a way to resolve this ongoing tension. Management development institutes must work hand in hand with governments to advance the agenda and objectives of African governments.
- (ii) As to whether entrepreneurship can deliver on African countries' national visions Dr. Kobia responded in the affirmative. She, however, cautioned that entrepreneurship was not a once-off activity, rather a process of identifying opportunities. On how a balance can be struck between central and local government capacities or where is capacity preferred, Dr. Kauzya responded by saying that both do not have capacity and need to be capacitated. He observed that public servants employed in the central level of government are not keen to work for local government.
- (iii) Responding to another intervention, Dr. Kauzya said that due to critical lack of capacity at the local government level, conditions are not conducive and civil servants will not be attracted/ pulled but pushed away. Clarification was sought on whether Millennium Development Goals were part of the African agenda. Dr. Kauzya responded that there was nothing new in MDG's and that these goals have long been part of the basket of African challenges but that these were ignored by African countries and when the West imposed them on Africa, they started to consider them seriously. He concluded his response by advising that MDG's must be balanced with national visions.

Plenary Session 3

Panel Discussion: Enhancing the Capacities of the African Public Service for Development

Chair: **Mr. Abdon A. J. Nhial:** Head of Public Service: South Sudan

Panelists: **Prof. Gelase Mutahaba:** Department of Political Science and Public Administration, University of Dar es Salaam, Tanzania

Prof. Joseph Rugumyamoto: University of Dar es Salaam, Tanzania

Prof. Victor Ayeni: Commonwealth Secretariat, London

Prof. Jerry Kuye: University of Pretoria, South Africa

Rapporteurs: **Prof. Peter Franks:** University of Limpopo, South Africa

Presentations

Prof. Gelase Mutahaba

Prof. Mutahaba introduced the ACBF and its advisory structures, from which the panellists were drawn. He pointed out that Africa must utilize existing capacity as it seeks to achieve the MDGs and the National visions. He stated that while Africa clearly does not have sufficient capacity, the problem is exacerbated by the fact that Africa does not optimize the utilization of the existing capacity. For instance professionals leave their professions for business and other endeavours; academics move into farming and many of the people trained at the Universities created since independence are working in Europe as taxi drivers rather than putting their professional expertise to work in their home countries. Africa is developing people but is not creating conditions that are conducive for them to plough back this knowledge and skills.

Prof. Mutahaba continued that in addition, Africa does not retain skills and experience of people once they reach retirement age. While he had no issue with term limits for Presidents, he asked, "What arrangement do we make to utilize and gainfully use this expertise", and that of Civil Servants with experience working in International organizations? He strongly asserted that Africa needs to utilize existing capacity to the full as well as to systematically mobilize the capacity of the Diaspora. He cautioned against the practice of understating the values that underpin institutions in the creation of a developmental state.

Prof. Mutahaba asked whether there is a unique African civil service and whether there is something cultural underlying African relations to authority, for instance. He pointed out that Africa inherited the western civil service without the value basis of the west and have not developed these institutions so that they are in line with African values. This in spite of the fact that African politicians have realized that the western values are foreign and that these institutions must be firmly located in local values. Africa needs to develop "real" institutions with supportive values. He challenged AAPAM to interrogate "the values" issue emphasizing that there is a need for policy debate at the political level as well as that of the public





service so as to provide conditions that underpin capacity.

Prof. Joseph Rugumyamheto

Prof. Rugumyamheto titled his talk, "Living through Visions in Africa" contradicting some claims that the deficits of public servicing had their origin in a lack of vision. He said that in the 1990's Tanzania had put together a team of brilliant people to draw a National Vision 2025 as a pragmatic vision able to mobilize resources. On reflection they realized that the founding fathers had defined some basic values such as, "Africa is one" and "All humanity is equal". He noted that a similar process had taken place in Kenya, Uganda and elsewhere. He agreed that these High Values are critical, however, and asserted that mid-range and more pragmatic visions guide the more immediate.

More specifically, he argued, value visions (advocacy) must be distinguished from pragmatic visions which can mobilize the utilization of resources to the desired ends. He warned that these different levels of vision must be aligned, thereby creating synergies, and avoiding problems. He was insistent though that Africa must not lose sight of the high values which should be embraced. In conclusion he stressed that capacity development must translate capabilities into capacity, while at the same time developing new knowledge.

Prof. Victor Ayeni

Prof Ayeni shifted the discussion to the bad habits, these recurring patterns of behaviour, which hinder public servicing in Africa. He indicated that he had isolated fifteen (15) behaviours indicating that we are part of the problem. Specifically Prof. Ayeni pointed out that the real challenges are the small things that we take for granted as we deploy ourselves every day. He appealed to participants to focus on the micro-behaviours and do the things we are talking about without being deflected by the bad habits.

Prof. Jerry Kuye

Prof. Kuye highlighted the need to unplug the leadership quagmire in Africa. He stated that no country in the world has met all the problems or needs of their people and that we therefore need to be incremental in our aspirations. He acknowledged that African leaders refuse to leave office thereby agitating the younger people and asserted that we need to rethink intergenerational balances. Youth development and succession planning is key. He made an important distinction between a developmental state, which he characterized by state intervention (even when that is impossible) and a developing state.

Further Prof. Kuye made a case for Africa to move on and create new avenues and new ideas, referring to the good practices seen in Botswana, Tanzania and even Kenya. He posed a number of lessons emerging from the new governance imperative: Law and Order, Accountability, Legitimacy and Trust. Africa must move away from the old tradition of fear and respect political principles. He asked whether there is a disease in the way we govern. He insisted that we must respect political processes as the party is not the Government. He warned against making too many promises and pretending we (politicians, practitioners and academics) have the solutions and learn from each other and even from the village. In conclusion, he argued that no individual or group can be the custodian of knowledge.

Discussions/Recommendations



- (i) A point was made that all public servants and politicians are now being monitored by Unions, NGOs and others, and that this is raising the problem of accountability for all public office holders. It is important for public service holders to listen to these criticisms and stop blaming others above or below them. A common ground was found on the assertion that Africa is not really using its capacity with prudence. Africa is faced with a situation where, if a Minister disagrees with his/her administrative head, the Minister removes, redeploys or, even, retires them "in the public interest" whereas in truth it is really in the interest of the Minister.

- (ii) It was observed that most government departments have not aligned to the National Plan nor updated their skills for innovation and therefore cannot base their practices and their evaluation on evidence. Prof Mutahaba decried the incidence of so many abandoned visions in Africa. Africa needs to do a health check on itself and its visions. "We have eyes to see". It was suggested that, perhaps, Africa needs an ophthalmic check-up. Prof. Mutahaba reiterated that Africa's visions are strong, but their implementation is weak. He wondered whether it is caused by myopia, astigmatism or total blindness.

- (iii) It was further suggested that Africa takes a retrospective view. Prof. Mutahaba reiterated that Africa's visions are strong in concept but weak in relationship to reality. He admitted that there is lots of passion for these visions; however, they remain at the level of rhetoric. He argued that Africa should first ask what capacity it is looking for and that, in order to get things done, there is need to not only see the theoretical but also the operational implications for the vision's implementation. He surmised that, "Africa needs visions with eyes that see."



Plenary Session 4

Development Planning Experience

Session Chair: **Prof. Mzikanyise Shake Binza:** Head of Administrative Cluster, Department of Public Administration & Management, University of South Africa (UNISA)

Presenters: **Prof. Malcom Wallis:** Executive Dean, Durban University of Technology, South Africa

Dr. Finlay S. Doh: AAPAM Vice President and President AAPAM Cameroon Chapter

Ms Moliehi Motseki-Mokhotho: Department of Administrative Studies, National University of Lesotho

Mr. Joseph Dada: Assistant Director of Studies, Administrative State College of Nigeria (ASCON) Nigeria

Rapporteurs: **Dr. Mataywa Busieka:** Department of public service and Administration (RSA)
Prof. Kabelo Moeti: Tshwane University of Technology (RSA)

Presentations

Prof. Malcom Wallis: Development Planning in Africa: Visions and Realities

Prof Wallis intimated that the central points of his presentation are to raise the question of governance and planning in development; and secondly to take cognizance of the significance of historical lessons and experiences. He indicated that where we are now, must be informed by our historical experiences. In the African context, post-independence looked to Planning as a panacea for developmental ills. The reality, however, is that planning impetus often gets lost due to implementation failures. Also worth noting, according to Prof Wallis, is that evidence suggests that structural adjustment programs of international donors, has fragmented, rather than supported planning. HIV and Aids, has also scamped state development planning.

With particular reference to South Africa, Prof Wallis pointed out that even Apartheid can be considered a form of state planning and social engineering, although most will agree that it contributed little or nothing to development. Post apartheid state planning has been targeted to fast track development, but many of the failures experienced in programs such as the Reconstruction and Development Programs (RDP) relate to implementation failures. In the case of the RDP, what has been taking place is, in effect, the roll out of a wide array of projects rather than the roll out of coordinated plans.

Prof Wallis noted that although late, progress in terms of planning in South Africa is being made with the recent establishment of a National Planning Commission. He also underscored the importance of leadership as a key component of successful planning and the realization of national visions. Leadership takes place within a difficult political environment. He added that positive ideological influences of former

liberation movements are fading due to political expediency attributable to the ambitions of ruling party elites and their alliance partners. With regards to corruption, leaders are simply "talking the talk, but not walking the walk".

Finally, Prof Wallis concluded by stressing that leadership is not just an issue at national, provincial and local levels, but it is also critical to take account of leadership in communities. He averred that strategic leadership must be multi-faceted and multi-dimensional.

Dr. Finlay S. Doh: Critical Review of Development Planning Effort of the Early Post Independence Period

Dr. Doh's presentation sought to evaluate planning and progress made in Cameroon, over the past 20 years. This review was supported by also assessing the extent to which Cameroon has succeeded in implementing the eight MDGs. To this end, there were difficulties experienced such as the fact that much of the statistical data is unreliable; weak systems for monitoring and evaluation; lack of involvement and participation of local communities.

Quite notably, goal one (1) of the millennium development goals, reveal that 40% of the population live in poverty; but in terms of goal 2, Cameroon is performing admirably, i.e. 83% of the population can be classified as literate or educated. It was considered that more needs to be done in rural areas, especially so in agriculture which is a strategically important industry for Cameroon. More also needs to be done to support women's involvement in the economy and in agriculture. Dr Doh concluded that it would be in the best interest of Cameroon to adopt and implement the World Bank and International Monetary Fund (IMF) structural adjustment reforms.

Ms Moliehi Motseki-Mokhotho: A Critical Review of Development Planning System in Lesotho

Ms Motseki-Mokhotho's presentation highlighted the challenges faced by Lesotho in terms of planning. She decomposed the efforts of Lesotho in historical and contemporary contexts. She traced planning efforts back to 1966, the year in which Lesotho gained independence. Brief mention was also made of the presence of the British since 1886. In essence, Lesotho inherited the haphazard planning models used by the colonial administration.

It is notable, according to Motseki-Mokhotho that in 1967, only one year after independence, Lesotho established an Economic Planning Unit. In 1967 this unit was re-structured and re-named the Central Planning Office (CPO), the duties of which were to prepare and coordinate development projects through planning. The country was in a state of emergency in 1970 due to unrest associated with political elections in that year. The then government established the Central Planning and Development Office, which was at that time placed under the Ministry of Finance. This is the same period in which the government produced the first five year development plan.

Ms Motseki-Mokhotho said that planning at district level was identified as a key constraint to development and public participation. Before 1968, Districts were under the authority of District Administrations which simply modeled Colonial Commissioners as practiced during the colonial era. In 1968 District Councils





were repealed. This did not lead to better administration, but instead to less community participation in planning.

By the 1980 there were further attempts at decentralization, as the number of districts increased to ten. From 1986-1993, the country was under military rule. Not much changed in terms of planning. And in 1993 elections were held and there was a return to civilian rule. In 1994, the government established the Ministry of Local Government. However, there is significant scope to further strengthen capacity at local level; Vision 2020 is key in this regard as it represents participatory created and driven planning initiative.

Mr. Joseph Dada: Nigeria's Development Plans/Visions: Planning/Visioning Gone Awry

Mr. Dada made the point that good governance leads to development, and countries that are managed on the basis of good governance principles tend to score better on socio-economic indicators. This paper sought to investigate where Nigeria's past and present planning efforts may have faltered, in respect of, inter alia, good governance. He delineated development planning in Nigeria into various identifiable eras. This includes pre-independence era (1946-1956), post-independence era (1962-1998), and the new democratic dispensation (1999 to date).

In the pre-independence era, focus was on building transport and communication systems and agricultural development in order to accelerate raw materials exploitation and export. Post independence in turn, is commonly referred to as the golden era in which several specific national plans were launched by government. These are the First National Development Plan (1962-1968), Second National Development Plan (1970-1974), Third National Development (1975-1980), and Fourth National Development Plan (1981-1985).

Some of the major strategies behind these development plans include the shift from project-based planning to policy-based planning; private sector led economic development approach, and the introduction of IMF/World Bank reform efforts. In April 2008, a perspective plan known as Vision 2020 was launched, which was meant to be executed alongside NEPAD and MDGs development plans. The general consensus is that previous as well as current planning has enjoyed too few successes, whilst simultaneously causing a high level of dislocation of local initiative.

Discussions/Recommendations

- (i) A point was taken that implementation resources are crucial to the success of development visions. There has to be a delicate balance between local and external resources. Excessive reliance on external resources is unsustainable. The question of involving all stakeholders in development planning was stressed. Lesotho, Botswana and South Africa experiences were considered good examples on how all sections of civil society and the private sector should be put at the centre of visioning.
- (ii) To further underscore the importance of a consultative process, Lesotho was cited as a case in point where consultations were held with NGOs, Churches, Schools and different community formations.

Ten consultations were held in 10 districts. In South Africa, the National Planning Commission draws membership from the private sector, the academia and civil society. Caution should, however, be excised whilst consulting multilateral organizations. These organizations are known to push for sectoral agendas.

- (iii) Another point was made that although Africa has been developing visions and reviewing them for some time, these have not made significant strides in lifting its people from the throws of poverty. In some countries there has been negative development where key institutions have collapsed. Even though Africa is said to be experiencing a steady economic growth this has had no major impact on the vast majority of people's standard of living.
- (iv) Africa's development model was criticized for not being developmental in its orientation. Development issues cannot be removed from human rights practices. Developmental democracy means that people's rights are respected and there is greater accountability in the utilization of resources. It seems Africans have assumed a habit where accountability is not demanded of those in leadership as is the case with western democracies. It was clarified, however, that low levels of accountability in public management are not only confined to Africa. The past economic meltdown has shown that the entire world is implicated in the mischief of mismanagement.

It was observed that the question of leadership should be put in the correct perspective. Leadership is exercised at all levels of society. There are church, community, sports and civil society leaders. Accountability is expected at all these leadership levels. Social discipline means the bar of leadership quality has to be raised to an acceptable level.



Plenary Session 5

Human Resource Management Policy in the Public Service in Africa

Session Chair: **Mrs. Thecla W. Shangali:** Secretary, Tanzania Public Service Commission

Presenters: **Mr. John Lavelle:** IPMA-HR, International Programmes Consultant, Ireland
Prof. Gelase Mutahaba: University of Dar es Salaam, Tanzania
Mr. Jean-Yves Djamen: Vice President APS- HRM, Central Africa, Cameroon

Rapporteur: **Prof. Tito Khalo:** Tshwane University of Technology, South Africa
Ms Adah Muwang: Director: Human Resource Management: Ministry of Public Services - Uganda

Presentations

Mr. John Lavelle: Human Resource Management Policies in the Public Service: A General Overview and Framework

Mr. John Lavelle commenced his presentation by providing a general overview of human resource management framework and policies of countries in Europe, East Asia and the United States and explained the rationale for his presentation as lessons drawn and to be learnt by Africa. He also cautioned about the use of the concept "Vision", as it appears in the main theme, in that it can be interpreted differently by different people. He reiterated that public services around the world are in a state of flux – they are shrinking and that in Africa the public service is synonymous with protected appointments while in some countries in the West, civil service protection has been done away with.

The notion of 'African exceptionalism', he said, was widely used yet there are standard human resource practices. He acknowledged though, that there are issues of customization that must be considered in human resource management. He cited China as an example, wherein at the time of independence of many African countries, it was behind in terms of effecting human resource management practices but today it has made some strides ahead of other countries.

In explaining international human resource management trends that Africa may learn from, Mr. Lavelle focused on the following issues: career v/s position based, core v/s contingent staff, core vs. fixed term, senior management, employment legislation, locus of authority, human resource and public finance, pay, grading and performance. He noted that the trend globally is to term senior management positions in the public service. He explained that there were two types of employment contracts offered: time-bound contract with an option to renew, and one without an option to renew. He argued that the two options have inherent advantages and disadvantages. He cited New Zealand and Ireland as countries that are implementing option two. He further reflected that in countries such as Mexico and the UK, human resource management is localized in the office of the Prime Minister while in other countries, it is decentralized.

With regard to tensions that exist between human resource and finance, Mr. Lavelle said that in some countries an office of budget and management is created to manage issues such as salaries and benefits, but that in the US for example, finance sections are losing power to human resource environments.

Prof. Gelase Mutahaba: Human Resource Management Policies and Practices in African Public Services: The need for new approaches

Prof. Gelase Mutahaba prefaced his presentation with a remark that African public services need to re-examine current human resource management practices. He wondered why there is discomfort with the way human resource is managed in Africa. He posited that the way people are managed is a function of the system of HRM that African countries inherited. He indicated that African countries do not give HRM the attention it deserves as well as its important role. He went on to say that the efforts to address these challenges were just superficial and did not touch the core issues. With regard to issues of pay and benefits, he contended that these were not given the attention they deserved and that they are financed through budgets and if budgets are ineffective, then problems arise.

Prof. Mutahaba, however, acknowledged that in the recent past there has been a realization that HRM is important partly due to the thrust of public service reforms. He further reflected that in the last ten years, countries of Africa have developed policy frameworks on the management of human resources. Examples he gave were the greater human resource responsibilities that were being bestowed on public service commissions. He also raised concern about the lack of implementation of performance based pay structure and assessment of staff performance.

Mr. Jean-Yves Djamen: Policy of Cameroon on the use/ application of ICT in managing HR in the public sector

Mr Jean-Yves Djamen commenced his presentation revealing that the use of ICT in managing HR in Cameroon was recognized by an award from the UN. He reported that the national policy for the development of ICT was drafted in 2007 and that management thereof is governed by General Statutes of the Public Service that was decreed in 1994. He identified the following three pillars of reform in ICT: Automation: SIGIPES (state personnel and salaries); Digitalization: REGNET (digitalizing administrative functions), and Transparency: AQUARIUM (payroll, files and profiles). Mr. Djamen highlighted the following as challenges of implementing the reforms: Change management; infrastructure, scarce human resource, legal and regulatory framework, and funding.

Discussions/Recommendations

- (i) Some of the issues raised were whether African Public Service Commissions should remain regulatory bodies and whether the public service should change and model its operations on the lines of the private sector. Related to this, another question arose as to whether the private sector was a homogenous entity? In response to these interventions, a caution was raised for African public service to be careful when mapping out what the public service ought to learn from the private sector, in terms of different attitudes and delivery service systems. Many attempts to import private sector systems into the public service have failed.





(ii) Another inquiry was how a balance can be struck between bureaucracy and results as seen in Webbers' emphasis on results? On the issue of open performance management an inquiry was raised as to whether organizational culture and values are compatible with the new appraisal system? Scenarios were presented where too many people were doing little; too many people doing nothing and too few people doing too much work? Another intervention related to retention strategies for ICT skills that leave the public service in big numbers. A reward system for star performance is one important challenge for human resource management. In response to these interventions, it was lamented that owing to different labour laws in some countries, it is not easy to get rid of employees who do not perform. Another point was taken that an effective way of retaining skilled ICT personnel is to link rewards to performance but that there are unintended consequences.

(iii) A concern was also raised that papers presented did not touch on macro issues of HRM such as planning, utilization and performance management. The absence of usage of case studies was also decried. It was contended that systems and processes imported from the private sector failed due to an omission to acknowledge and adapt to public service conditions.

Plenary Session 6

Visioning for National Development: Focus on Public Administration Systems

Session Chair: **Mr. Johnson G. Kibera:** Commissioner Public Service Commission – Kenya

Presenters: **Mr. Audax B. Kweyamba:** Department of Political Science and Public Administration, University of Dar es Salaam – Tanzania

Dr David K. W Ssonko: School of Civil Service, and Governance, Uganda Management Institute - Uganda

Mr. Lazarus Nabaho : Uganda Management Institute - Uganda

Monsieur Pierre Ndenga Dimalla : Chef de Cellule de l'Audit et de Control Interne, Caisse Autonome d'Amortissement du Cameroun

Rapporteur: **Dr. Bheka Nthangase:** Durban University of Technology – RSA

Dr. Nirmala Dorasamy: Durban University of Technology – RSA

Presentations

Mr. Audax B Kweyamba: *Searching for an Optional Approach to National Development Planning in Africa: Assessing the Contribution of Public Administration Systems*

Mr. Kweyamba interrogated the issue of whether Africa has effective Public Administrative Systems. He looked at three phases: 1960s to early 1980s, mid 1980's to late 1980, the current phase. The first phase was dominated by military dictatorship, where development planning was highly centralized. In this period a great deal of what was accomplished depended on hand outs from foreign donors. The administrative systems were ineffective and inefficient, characterized by endemic corruption.

The second phase was grounded on western influence with a huge negative impact. The third phase offered an opportunity for African development and planning. Mr. Kweyamba expressed the view that African systems were not prepared for implementation because it was overwhelmed by fortune seeking elites. He suggested that in transforming public administration systems, the following levers are critical: development planning and public administration systems should be grounded on a grand philosophy, enhance training of public administrators, human resources development, sustainable governance, creating a relationship between medium-term strategies and national vision, participation of key stake holders and comprehensive communication of the national vision to all stakeholders.

Dr David K. W Ssonko : *Achieving Uganda's Development Visions: What Role has Public Administration Played?*

Dr. Ssonko said that when Uganda became independent in 1962, economic prospects were bright, with the most efficient public service in Sub-Saharan Africa. When the National Resistance Movement (NRM) assumed power in 1986 the economy was fragile. Since 1986 government has shown its national vision





to be focused on a developmental agenda. The developmental agenda included different approaches such as the mixed economy approach, Amin's economic war, NRM's ten point programme, the structural adjustment programme, poverty eradication action plan and national development plan.

Dr. Ssonko reported that the National Development Plan focuses on 2010 -2015, to achieve a transformed Ugandan society from a peasant to a modern state within 30 years. Some of the strategic objectives include increasing household income, improving quality of economic infrastructure, enhancing human capital development and strengthening good governance. Despite strong economic growth, Uganda is still one of the poorest countries in Africa. Dr. Ssonko expressed the view that Public Administration needs to translate the National vision into tangible outcomes. He was adamant that Government has no relevance unless it meets the needs of the people. Therefore, public servants need skills, commitment and a positive attitude.

To address some of the hindrances in implementing the national vision, the Public Service Reform Programme (PSRP) was introduced to address performance improvement and productivity. The PSRP led to rationalized government structures, appreciation of the work of the public servants, focus on strategic management and policy initiation, implementation and monitoring. The factors hindering performance includes resource constrains, weak co-ordination of policies and programmes, fiscal deficit, poor management of human resources, weak incentives for performance and corruption. The suggested way forward includes – continuously building of service institutions to champion development, creating an accountable and responsive public service that is free from corruption, committed political leadership, national budget that contributes to a transformed country.

Mr. Lazarus Nabaho : *Realizing National Development Visions and Goals in Africa: To Launch or not to Launch an Offensive Against Quiet Corruption.*

Mr. Nabaho noted that the World Bank viewed corruption before 2010 as state capture and administrative corruption, as well as petty and grand corruption. Since 2010 corruption is now seen as “Noisy” and “quiet”. He explained that “noisy corruption” attracts media attention, public debates and is captured by Transparency International (TI) corruption perception indices. “Quiet corruption” on the other hand includes various forms of malpractices of frontline providers that do not involve monetary exchange. “Quiet corruption” will result in long term direct consequences such as low productivity and low human capital. This type of malpractice can sink all government effort to implement the national vision and developmental goals. While there is no one size fits all solution, forces that sustain and weaken public administration must be identified. This requires leadership to change its culture by identifying dysfunctional elements and reinforcing positive ones.

Monsieur Pierre Ndenge Dimalla : *Le Positionnement des Services Publics Africains pour la realization des Vidions Nationales*

Monsieur Ndenge questioned the concept of “well being” as promised by African leaders. “Well being” is considered the search for the good life which should form part of the national visions. When there is no delivery on promises then people need to rethink the national vision. Mr. Ndenge believes that every African should have a decent home, proper education and health services. Basic service provision should be the core national vision. He argues that the lack of consciousness among Africans has contributed to

corruption. He also advocated for empowerment drive to make people aware of their rights of wellbeing and the meaning of democracy. These two factors should underpin any plan for development.

Discussions/Recommendations

- (i) It was observed that Uganda's colonial civil service was based on British administration. Uganda now needs to move on based on their strengths. Books by Dagish and Wamerehreh were recommended to delegates as these reflect on insecurity of leaders which contributed to the neglect of the people's needs. Consideration needs to be given to the number of public servants who attend the same meetings with little or no outcomes, thereby wasting taxpayer's money and productive time which negatively impacts on achieving goals. Furthermore "silo mentality" was faulted for causing unnecessary delays and impeding development patterns.
- (ii) Another point that was raised was the disconnection between public service, leadership and the people which adds to challenges of achieving national visions. Some delegates attributed quiet corruption to the failure on the part of senior officials from among other things: explaining strategies to political leaders, not sharing knowledge with middle level officers, using government resources for personal interest and non observance of public service rules. It was also of concern why the poorest of the poor families have so many babies. Risk assessment was considered important to identify quiet corruption and the need for performance contracts to alleviate quiet corruption. The retention of public servants through incentives and rewards must be given urgent attention as this constitute the delivery arm of the public service.
- (iii) A further observation was made that quiet corruption is dominant in health, education and production. As a service provider and employer, government has to prioritize its service delivery improvement plan to both employees and the public. A needs assessment system is considered an important mechanism to control quiet corruption. Internal audits need to be reviewed against international benchmarks and that this needs to go further than just general inspections based on regulation implementation.





Plenary Session 7

National Visioning Country Case Studies

- Session's Chair:** **Dr. Finlay Sama Doh:** AAPAM Vice President and President of AAPAM Cameroon Chapter, Cameroon
- Presenters:**
- Madame Germaine Esther Ndjouli:** Chef de Service, Mistere de Economic Cellule des Audit et d'Analyses, d'impacts, Rep du Cameroun
 - Ms. Nthabiseng Shale-Tlhomola:** Director, Training and Development, Ministry of Service, Lesotho
 - Dr. Ellen Kornegay:** Deputy Director-General, Department of Public Service and Administration, South Africa
- Rapporteur:** **Prof. Peter Franks:** University of Limpopo – Republic of South Africa

Presentations

Madame Germaine Esther Ndjouli – *the Role of Public Services in the Realization of National Visions in Cameroon*

Madame Ndjouli introduced her presentation by pointing out that public servicing is linked to the satisfaction of citizen's needs and that there are two aspects to this: Economic changes and the role of the Public Service. She pointed out that the state is the principal actor based on principles such as: the continuity of public servicing, the adaptation of the Public Services so as to improve services and that the general interest should come first. In short she explained that the policies and strategies (the means to implement the vision) are the elements of the package.

She gave a history of the process of planning as it moved from the initial five year plans to the present revision of the Poverty Reduction Strategy which was introduced after the crisis of 1980-1987 and the emergence of the Employment and Development Strategy. As she explained this document moves beyond the state being the only actor imposing its strategy to a more inclusive and participative approach including the Private Sector and civil society. This has helped to liberalize a number of areas of the state such as transport, banking, water and electricity.

Madame Ndjouli added that Cameroon now has private providers for electricity. She stressed that Cameroon wants to be a democratic society united in diversity and that women have to be part of the process. She emphasized the point that it is not enough to have a vision but it must be part of practice. As she put it, "Vision without action is an illusion." Madame Ndjouli concluded that visioning is not just an orientation but the initiation of a whole process.

Ms. Nthabiseng Shale-Tlhomola – (*Lesotho*)

Ms. Shale-Tlhomola indicated that quality services in most African Public Services remains a challenge.



This is manifested in long queues in service centers, the length of time taken to access essential services, inaccessibility, unavailability, unresponsiveness of the services and the poor/ unbecoming treatment extended to citizens who access such services. She emphasized that this state of affairs impacts negatively on endeavours towards the achievement of national performance goals as articulated in development plans such as Vision 2020, Poverty Reduction Strategy, and Public Sector Reform and Improvement Programme (PSIRP) now termed Service Delivery Agenda, and internationally, Millennium Development Goals.

She reported that Lesotho had identified structures as a key challenge. Old organizational structures which had not responded to changing needs. New demands, exacerbated by a flat structure and being bottom heavy with very few professionals and decision makers as well as weak administrative systems and poor internal communications. Other challenges are: absence of appropriate systems, bureaucratic red tape which slows down processes and minimizes chances of achieving excellence in service delivery, organization culture which relates to change of attitudes and mindsets.

There is also the challenge of leadership whereby leaders in the public sector are not given enough space to lead. She however cautioned that some leaders abdicate this responsibility when they get the space to provide leadership. The service is also plagued by a low morale partly resulting from low remuneration and non-conducive conditions of service leading to indiscipline and attitudinal problems. There is also a poor coordination of activities of the various ministries.

Ms. Shale-Tlhomola indicated that Lesotho had introduced a number of strategies to improve performance and service. These included three year strategic plans for ministries which by reflecting its functional structure will determine its organizational structure; business process mapping and re-engineering including interventions aimed at creating a culture of service and the introduction of service standards so as to commit ministries and their staff to timely and quality service delivery to citizens. Other transformational interventions are: the introduction of performance related pay, improved public financial management, including the introduction of a medium terms expenditure framework and a budget framework and a process of decentralization that begun with some Ministries devolving functions to local authorities.

Ms. Shale-Tlhomola discussed that, in order to motivate and support public Servants Lesotho has instituted job evaluation, retention strategies to retain critical skills, a defined contribution pension scheme, overtime pay and shift work as well as introducing a value statement to guide officials in their duties. Ms Shale-Tlhomola indicated that priority has been given to human capital development through the Localization of short –term training, leadership development, the decentralization of disciplinary powers and the introduction of an electronic time and attendance management system. She emphasized that Lesotho is also replacing its manual systems with electronic systems, for example, human resources information systems, an integrated financial management system and e-government.

Dr. Ellen Kornegay – (South Africa)

Dr. Kornegay commenced her input by posing the question of to what extent the South African Public Service has been able to assist the country in achieving the developmental agenda as envisioned by the



constitution and the Reconstruction and Development Programme. She argued that each country adopting a Developmental State as a strategy of choice has its own features and history so did South Africa.

Dr. Kornegay stressed that it is crucial to ascertain whether the South African Government is organized in such a manner so as to achieve a developmental state and progress towards a non-racial, non-sexist and non-discriminatory society. She pointed out that South Africa's Human Development Index has risen from 129 in 2009 to 110 in 2010, noting however that this measure is being outstripped by countries in Africa such as Gabon at 93, Egypt at 101 and Namibia at 105. She noted that while South Africa's quality of life index had risen its health provision had regressed.

Dr. Kornegay indicated that the Public Service not only required goals but that institutional infrastructure needed to be in place for government to move and this calls for a step by step improvement so as to meet development goals. She emphasized that MDGs must be understood by all sectors, political parties, public sector, private sector, labour and civil society. That there needs to be a consensus about the eradication of poverty through job creation. She contended that each presidential term has seen an acceleration of service delivery and the present term must set the platform for the next term.

Discussions/Recommendations

- (i) The question was asked of why there was no monitoring and evaluation system among the instruments listed for Lesotho's reform agenda. It was explained that this was a responsibility of the Human Resources Departments which has a division responsible for this function. It was contended that the problem not addressed in the presentations was the relationship between the political and administrative hierarchies and how issues can be actualized by the politicization of the public administration system. Dr. Kornegay responded that there is a clear difference between the political and administrative strata and that an attempt to wear both caps often results in a state of paralyses.
- (ii) An inquiry was made as to what exactly constitutes a developmental state. The purported tension between the RDP and the Growth, Employment and Redistribution (GEAR) was also queried. In responding to these Dr. Kornegay explained that the RDP is the seminal document and is unassailable since it went through a thorough process of consultation, defining priorities and forming the basis of the constitution.

With regard to the question of a developmental state, Dr. Kornegay explained that this was a process and mechanism any government could adapt. She gave the Asian Tigers and the Marshall Plan as examples of developmental states. She added that since South Africa is a democratic state participatory decision processes was unavoidable. She continued that in South Africa the developmental state concept is seen as the utilization of the machinery of government to work towards ameliorating the quality of life of underdeveloped sectors.

- (iii) On the matter of the tension between the political and administration leadership, Dr. Kornegay argued that political interference can retard development and that it was a matter of the political will to overcome this and that the Public Service must deliver and doesn't always need to be pliant to political

schisms. As for the case of indiscipline in the public service training was prescribed as an effective remedy. You cannot complain about indiscipline in the Public Service if you do not train people. People need training, "Even gold needs to be processed through a crucible".

- (iv) Minister Henry Sekatle of Lesotho made a contribution on the important issue political/administrative Interface. He identified as the biggest challenge the fact that as a Permanent Secretary then, he was not aware that he had control. He was not aware of his powers and thought the Minister had it all. Minister Sekatle added that when he moved to Parliament, as a back bencher, he realized what he had lost in the move for then he wanted to get things for his constituency and had no control over public servants doing the actual work in the constituency. When Minister Sekatle was appointed Minister he found he was even worse off as he could not approach a department for this would be seen as interfering. He noted that it is very important to understand this dynamic. He highlighted that First Secretaries dismiss people, not the Ministers. As an administrator one has to understand the interests of the Minister and the Minister must understand that there are processes to be followed.
- (v) Minister Prisca Mbuguta: Ugandan Minister for Public Service reflected that having been a senior public servant before she understood the dynamics of relations between the politician and the administration. As a prelude to her input she posed the question, "How do we narrow the gap, especially at the senior management level?" She contended that the differences start on day one especially if the Minister has not been inducted into the public service. She stressed the need to build relationships. She clarified that there is a need to pay public officials well, but at the same time did not believe it was about pay as some people deliver despite the pay. She felt it was more about attitude.
- (vi) Another issue that Minister Mbuguta felt hinders service delivery is the lack of a flow of information to the Minister and those below. She suggested that meetings could address these barriers. In addition she commented that the problem with performance pay was that it is difficult to fight favouritism. In terms of overtime she felt that if someone does enough during the normal work period they should be tired and need rest. In concluding her comment she called for less lamentation and that we concentrate on those areas that are deliverable by next year.
- (vii) A delegate expressed the view that when it comes to the relationship between politicians and the administration it all depends on the type of Minister that comes in office. Some Ministers think they know everything, and if he/she does not see any gain for himself or his constituency then he/she would not accept the advice from his/her administration. It was affirmed that there is a need for training in the public service. It was acknowledged that favouritism is a human weakness and a suggestion was made that the prescriptions for good governance should be applied in the public service.
- (viii) Madame Ndjouli concurred that the political/administration gap can be dealt with through circles of consultation and that people must learn from people with experience. She suggested that newly appointed Ministers should go through an induction process led by the Prime Minister. She added that her organization does a lot of training for public officials including an induction into the public service offered by the Lesotho Training Institute, as well as sensitization workshops to refresh them or update them on new legislation. On overtime pay she accepted the points made, but emphasized that there





are situations where overtime is necessary, for instance at the end of the financial year.

- (ix) Dr. Kornegay shared a recent intervention in South Africa where there is recognition of the partnership between the Minister and the Director General with the introduction of the performance agreement between the Minister and the President. She highlighted the fact that the Minister is evaluated against this agreement. This was introduced this year and also involves an agreement between the Minister and the Director General. In addition, the Public Service provides technical advice to the Minister. In concluding she noted that in some cases people outperform others at the same level. She expressed the view that while it may indicate a greater commitment to the vision, however, underperformance could be the result of a lack of skills.

Plenary Session 8

Cases of Human Resource Management Policies and Practices in the Public Service in Africa

Session's Chair: **Mr. Jean Yves-Djamen:** Vice President of APS-HRMnet (Central Africa)

Presenters: **Ms Adah Muwanga:** Director: Human Resource Management: Ministry of Public Services - Uganda

Ms. Pelele Tengeri: Public Service Commission – South Africa

Mr. Amidou Adamou: Directeur de Cabinet du Ministre de la Reforme Administrative et Institutionnelle, Benin

Dr. John Mary-Kauzya: Chief of Public Administration Capacity, UNDESA UN, New York

Rapporteurs: **Prof. Kabelo Moeti:** Tshwane University of Technology, South Africa

Presentations

Ms Adah Muwanga: *Human Resource Development/Training Policy and Practice in the Ugandan Public Service*

Ms Muwanga began her presentation by highlighting key historical issues respecting Uganda's Human Resource Management (HRM) practices. She explained that during the colonial era, HRM was highly under-developed as native Africans were not trusted to be educated. It was believed that an educated African who is gainfully employed posed a threat to the colonial administration. This situation would improve considerably with the founding of the Makerere University and the graduates it produced. By the 1970s, however, Makerere University began to decline as a center of excellence and a source of leaders for the public service. The 1970s brain drain also affected Makerere negatively.

Current policy in Uganda emphasizes training and development, affirmative action and value for money, as well as giving greater attention to integration and coordination of services. The policy also established training committees in each entity/department, as well as professional development committees. Induction also became mandatory across the public service. Additional reforms include pre-retirement training for public servants over the age of 55, putting limits on amounts spent on overseas training, and requiring bonding commitments of three years for newly inducted employees.

The key challenges identified by Ms Muwanga include the fact that further education and training tends not to be well aligned to performance. In this regard, there is no clear indication that there is any impact on performance that may be linked to training and education. A second challenge noted is that training that takes place outside of the public service framework is highly unregulated, thus not meeting the performance needs of government. There is a need to coordinate the efforts of all stakeholders, including training service providers. And there is also a need to link performance management systems with human





resource management plans, especially in respect of targeted capacity building.

Ms. Pelele Tengeni : *Policy and Practice of Managing Diversity in the Public Service of South Africa*

In her paper, Ms Tengeni discussed the role of the South African Public Service Commission (PSC); the legislative framework of HRM in South Africa; Diversity; Indicators in the Monitoring and Evaluation framework of the PSC; and the findings of commissioned research of the PSC. She indicated that since 1994 (after apartheid), a range of mechanisms for diversity management were put in place to bring about diversity in employment opportunities. The central reform mechanism is the 1996 Constitution of South Africa which provides for the establishment of institutions supporting democracy (in chapter 9 of the Constitution). One of the key institutions established by chapter 9 of the Constitution is the Public Service Commission (PSC). The PSC was established to exercise oversight on the public sector institutions, and that the PSC has commissioned a number of studies to ensure compliance with diversity principles as set out in chapter 10 of the Constitution and other legislation and policy instruments.

Ms Tengeni explained that diversity is effected through a range of mechanisms as opposed to a single Act or policy. Diversity was also defined as acceptance and respect that goes beyond tolerance, and speaks to embracing multiculturalism and other differences that exist between people in South Africa. She said among some of the indicators of monitoring and evaluation are recruitment and selection; diversity competencies; training and development opportunities for persons from previously disadvantaged backgrounds; bursaries and scholarships; gender balance; and absorption of the disabled. Studies indicate that many targets have not been met, including the target of 2% representation for the disabled persons as well as 40% representation for women in the public service.

Mr. Amidou Adamou: *Motivation and Remuneration Policy in the Benin Public Service*

Mr. Adamou indicated that the structure and functioning of the public service of Benin is very similar to that of France. This system is rigidly hierarchical, with seniority as the basis of Human Resource Development (HRD). Sustainability of positions takes precedence over flexibility and change. He said that a reform agenda to address these concerns is underway. He pointed out that revenue from taxation is the main source of government funding, and this funding is limited by the dearth of developed industries in Benin. This resource constraint puts pressures on government with regards to properly remunerating public servants. The recent past has witnessed yearly wage increases for public servants that average around 4%. Professors and other academics have received a raw deal, as their incomes increased by 40% over the past 30 years.

Mr. Adamou revealed public servants salaries are on average 60% of the state budget; however, the plan of government is to reduce this to 40% despite union protestations. This has been a source of social tensions for many years. Thus, in 1965, just five years after independence, a military *coup de tat* took place and this was linked to low levels of salaries, especially for civil servants. This situation was repeated again in a 1990 *coup de tat* which was also linked to pay levels.

Mr. Adamou shared that recent reforms are intended to bring about "progression through merit" in an effort to reverse the practice of promotion based on seniority. The unions have however; opposed these

reforms, and thus they remain unimplemented. Limitations identified include the fact that there are not enough remunerative incentives, thus there is also little productivity; and there is also the challenge of finding skilled people. Mr. Adamou then posed the following dilemma "How do we pay workers what they require to be productive, in a system where tax revenues available to the state are highly limited"?

Dr. John Mary-Kauzya (UNDESA): *On-line Training for HR Managers in the Public Service in Africa*

Dr. Kauzya explained the workings of the on-line training offered by the United Nations Public Administration Network (UNPAN) on human resources management training. Everything, from registration, participation and certification, can be done on-line with respect to this course. He explained that the curriculum to be covered is broad, and is thus broken up into several modules. The course, as a whole is focused on HR management in Africa, and thus makes use of cases from Africa.

Discussions/Recommendations

- (i) An inquiry was made from the floor about provisions for self development in the Ugandan public service, in light of resource constraint alluded to. Ms Muwanga responded that self development should be self driven. Induction programs should lay the foundation for self development. Based on the fact that South Africa and Namibia share a common history of apartheid, what measures have been put in place to address the common incident over-representation in government institutions of one or other ethnic group? In response it was indicated that national statistics, sourced from Statistics South Africa (SSA) indicate through profiling, what the status quo is in terms of diversity. Departments on the other hand, are required to report on the extent of compliance with equity targets. In this way information on what needs to be done in specific institutions becomes clear.

- (ii) A concern was expressed that AAPAM has many good papers at this Round-table, but processes seem to be rushed. It appears that the focus this year is on the number of papers to be presented as opposed to the discussion or debate flowing from papers.





Plenary Session 9

The AAPAM Awards Programme

Session Chair: **Dr. Joshua L. Kanganja:** Cabinet Secretary, Government of the Republic of Zambia and Jury Chairman

Rapporteur: **Dr. Mataywa Busieka:** Director: *International and African Affairs, Department of Public Service and Administration, South Africa*

The fourth round of AAPAM Awards for Innovative Management was presented at the plenary to six leading organizations for their successful innovations in the public sector. The Six finalists for the AAPAM Awards Programme made their presentations. The finalists were: the Tanzania Revenue Authority (TRA); Kenya's Ministry of Public Service Human Resource department; the Civil Aviation Authority of Mauritius; Kenya Institute of Administration; Namialo Technology Village Project of Mozambique; Tanzania Ministry of Public Service. Explaining the selection process, Dr. Joshua Kanganja said that following vigorous interviews that were conducted by an independent Jury consisting of African public sector management experts, six finalists were selected for the following categories: Gold, Silver, Bronze and Glass. Representatives of all the six finalist organizations presented their innovations at plenary 9 of the conference session.

The Awards were presented to winners at a ceremony held at a Gala Dinner hosted by the Kwazulu-Natal Government at the Durban International Conference Centre. Awards ceremony was presided over by the Premier of Kwazulu-Natal Dr. Zweli Mkhize. Dr. Mkhize presented the overall winner with the trophy. Trophies to winners in other categories were presented by; Ministers for public services of Zimbabwe, Lesotho, Uganda and the Member of Executive Council (MEC) for Economic Development Tourism in Kwazulu-Natal Provincial Government Mr. Mike Mabusyakhulu.

Officiating at the Gala Dinner, Dr. Mkhize said that innovation awards were about honouring those who have the foresight to take the less travelled road in search of a better life for humanity in the African continent. The Premier called on delegates to use the gathering as an opportunity to share and exchange best practices on how to deliver efficient and effective services to the peoples of Africa. The Premier added that innovation award programmes should ideally help Africa find solutions to the most pressing challenges in an effort to deliver efficient and effective services to the populations. Innovation should as well be a tool of choice to catalyze the public sector transformation agenda in such a manner that we are able to increase trust in government.

The Tanzania Revenue Authority (TRA) was named the winner of the 2010 prestigious AAPAM Gold Medal for Innovative Management. This is the most prestigious award that is given in recognition of organizational excellence in creative managerial initiatives in public administration and management in Africa. The award is sponsored by the Commonwealth Secretariat's Governance and Institutional Development Division through the Commonwealth Fund for Technical Co-operation.

The Silver Medal went to Kenya's Ministry of Public Service Human Resource department for a project named: "Access Records Management Functions in the Service". The Department of Civil Aviation,

Mauritius, took the second runners-up position for their "Aerial Control Centre Project". The Award for outstanding Contribution to the Public Administration and Management went to the Namialo Technology Village Project of Mozambique. The Kenya Institute of Administration took the Award for Excellence in the Teaching of Public Administration in recognition of exceptional, effective and creative teaching of public administration and management in Africa. The Kenyan institute won this award for a project called: "Re-engineering the Admissions". Finally, the Government Chemist Laboratory Agency (GCLA) of Tanzania also took a glass trophy for the innovation on the "Use of Human DNA Technology in Tanzania".





APPENDIX 1

Conference Communiqué

The 32nd Roundtable Conference of the African Association for Public Administration and Management (AAPAM) was co-hosted and organized by the Government of the Republic of South Africa and the APAM-SA at the Elangeni Hotel in Durban, South Africa from 15th to 19th November 2010.

Three Hundred and Sixty Four (364) delegates from twenty seven (27) 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 of Public Service Commissions; Heads of Management Development Institutes; Development Partners; representatives of Statutory Institutions; scholars and researchers. The delegates also included fifteen (15) AAPAM Young Professionals.

The countries represented at the Roundtable included Botswana, Benin, Cameroon, Canada, Egypt, Ghana, The Gambia, Kenya, Lesotho, Liberia, Malawi, Mauritius, Mozambique, Namibia, Nigeria, Rwanda, Seychelles, Sierra Leone, Somalia, South Africa, South Sudan, Swaziland, United Republic of Tanzania, Uganda, Zambia and Zimbabwe. The Roundtable Conference was also privileged to have representatives of AAPAM Partner Organizations namely, African Capacity Building Foundation (ACBF), the United Nations Department of Economic and Social Affairs (UNDESA), the Institute of Public Administration of Canada (IPAC), the Commonwealth Secretariat London, and the United Nations Development Programme (UNDP)

The AAPAM Awards, recognizing innovations in the public sector, were awarded to the six finalist organizations, namely from Tanzania (Gold), Kenya (Silver) and Mauritius (Bronze) while the three organizations from Kenya, Mozambique and Tanzania received Glass Trophies.

The theme of the 32nd Annual Roundtable Conference was ***“Repositioning the African Public Services for the Realization of the National Visions”***: whose sub-themes were:

- a) Critical Review of the Development Planning Efforts of the Early Post-independence period
- b) Comparison of First Generation Development Planning with Contemporary Strategic Visioning process in and across Africa countries: Lessons Learnt and Mistakes Repeated.
- c) Aligning National Development Visions and Priorities with Parallel External Initiatives, Opportunities, Challenges and the Way Forward.
- d) Building a New Strategic-Oriented Personality for African Development: Focus on Ethical, Attitudinal and Behavioural Prerequisites

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- e) National Strategic Visions and the African Public Administration
 - f) Lessons Learnt from National Strategic Visioning: Some Case Studies of Non-African Experiences
 - g) Systems: Focus on Critical Capacity and Success Factors
 - h) Country Case Studies

The overall objective of the 32nd Roundtable was to focus attention on the unique responsibilities that strategic visioning places on national public administration systems. To achieve this overall objective, participants:

- a) Compared the development planning experience of the early post-independence period with the strategic visions formulated in recent years at global, regional, and national levels, paying particular attention to differences and similarities as well as the lessons learnt so far;
- b) Examined the implications of implementing national strategic visions simultaneously with global and regional initiatives such as the MDGs, NEPAD, and sub-regional economic communities' protocols on free movement of persons, goods and capital, and proffered realistic answers to the attendant questions of overlap, duplication, resource spread, loss of focus and haziness/distortion of vision;
- c) Reviewed country experiences in the design of instruments for the management of systemic change and measurement of progress. Based on assessment of strengths and weaknesses, recommended appropriate improvements in existing change management and monitoring mechanisms;
- d) Focused attention on the leadership, policy analysis, data gathering, archiving, legal drafting, and other technical/professional capacity gaps that the public service needs to effectively backstop the national strategic visions alongside parallel but external initiatives;
- e) Reflected on the elements of policies and strategies that would most effectively develop the capacities of human resources in the public sector to enable African countries to implement development strategies effectively.

OFFICIAL OPENING

The 32nd Roundtable Conference was officially opened by **Hon. Masenyani Richard Baloyi**, Minister for Public Service and Administration of the Republic of South Africa.

Messages of solidarity were received from AAPAM development partners and were delivered by the following:

- Ms. Wynne Young, President of the Institute of Public Administration Canada (IPAC)
- Ms Janet Kathyola for the Commonwealth Secretariat
- Dr. John-Mary Kauzya, United Nations Department of Economic and Social Affairs (UNDESA)
- Prof. Gelase Mutahaba, on behalf of the African Capacity Building Foundation (ACBF)

Mr. Kenny Govender, the Acting Director General of the Department of Public Service and Administration, South Africa welcomed delegates and invited the President of AAPAM to address the





Conference. In his opening statement, the AAPAM President, Mr. Tlohang Sekhamane, who is also Government Secretary, Head of Public Service and Secretary to Cabinet, Government of the Kingdom of Lesotho, extended a warm welcome to all delegates attending the 32nd AAPAM Conference. He expressed his gratitude and appreciation to the people and Government of South Africa for accepting to co-host the 32nd AAPAM Conference with the APAM-SA chapter.

The President also thanked the resource persons and acknowledged with appreciation the continuing support of its partners, particularly the African Governments, CIDA, IPAC, Commonwealth Secretariat, UNDP and ACBF. He noted that some African Governments have increased their financial support to AAPAM.

The President singled out for gratitude the local National Organizing Committee and the AAPAM Secretariat for their dedication and commitment in organizing the Conference. The President concluded his remarks by congratulating the Republic of South Africa for the finesse, style and efficiency with which they organised the FIFA World Cup event. The success of this World Class event, he said, had made Africa proud.

Mr. Michael Mabuyakhulu, MEC Tourism and Economic Development welcomed delegates to Durban and wished them a happy stay. He said that there is a pressing need to devise innovative solutions to address the many challenges African governments are currently grappling with. He said that public servants are administration soldiers that have to ensure that governments are victorious in the fight against developmental challenges. He encouraged delegates to take time off and explore the many tourist attractions that Durban has on offer.

In his opening address, the Guest of Honour, **Hon. Masenyani Richard Baloyi**, Minister for Public Service and Administration extended a warm welcome to delegates and invited them to take advantage of the attractions of Durban. He took delegates through the past six successful AAPAM Roundtable Conferences and noted that discussions at all those conferences centred on public service and administration, performance, service delivery and working together. The Minister applauded AAPAM for the choice of the 32nd Round Table theme. The theme, he said, raised important issues relating to planning and visioning.

Minister Baloyi noted that the African Peer Review Mechanism (APRM) was an important tool in the realization of Africa's visions. He added that the APRM, as a research intensive process and being a highly consultative process, can greatly benefit from AAPAM'S think tank capability, thereby infusing new levels of capacity to this effort.

The Minister called on AAPAM to move towards the creation of high calibre cadres that will reposition the African public service to meet the numerous challenges of the 21st century. He said that in the current global economic environment, Africa needs an innovative public administration to help resolve the many service delivery challenges the continent is confronted with. The Minister also called on AAPAM to review the model of country chapters to ensure greater representativity at local level. The Minister wished delegates successful deliberations during the course of the conference.



CONFERENCE DISCUSSIONS

The official opening was followed by the Keynote address by **Prof. Richard Levin**. This was followed by presentation of papers and discussions in nine plenary sessions which were rich in content and recommendations. The presentations were characterised by a vibrancy of exchanges and intense probing. Delegates made informative contributions.

In addition to the nine plenary sessions, the AAPAM Young Professionals held separate in-depth discussions pertaining to their areas of interest and the lessons they were learning from the conference.

CONCLUSIONS AND RECOMMENDATIONS

The main conclusions and recommendations arising out of the plenary were as follows:

1. That while it has been reported that Africa has been experiencing a steady economic growth, this positive development has had little impact on majority of people's standard of living. For that reason it was acknowledged that there is need to develop strategies to translate the economic growth into improved standards of living. In this regard the public service has a key role to play.
2. Acknowledged that African countries have taken appropriate steps to develop nation visions to guide their development. There was general agreement that for visions to succeed the following issues need to be taken into account: plans to be developed through wide consultation to ensure buy-in and ownership, participatory, include blue prints and implementation mechanisms that are well articulated with medium term plans for their realization.
3. Stressed that although Africa had developed visions, these were bedevilled by a number of challenges, including poor co-ordination of resources and efforts, poor budgeting, lack of monitoring and evaluation and undue dependence on donor funding.
4. Agreed that with regard to the need for a consultative process and buy-in, the interaction between the politician and administrative leadership is critical in drawing up the national vision.
5. Identified five key principles for achieving the national vision; namely responsibility and accountability, interactive processes for comprehensive involvement, clear communication, innovation and research & development. More importantly, strong leadership at Administrative and Political level must be in place.
6. Observed that traditional approaches to realising the national visions need to be re-examined. It suggested that national visions can benefit from an entrepreneurial approach to public administration. Cautioned that entrepreneurship was not a once-off activity, but rather a process of identifying opportunities.
7. Noted that many African governments are decentralizing functions and responsibilities to local government levels without human and financial resources. Recommended that as governments



transfer responsibilities and functions to the local level, they should also transfer human and financial resources.

8. Acknowledged the reality that leaders tend to stay in office beyond the term of office. Suggested the need for intergenerational succession planning. Further suggested that concerted efforts be directed at youth and human resource development.
9. Stressed that Africans have developed a practice where accountability is not demanded of those in leadership. Agreed that developmental democracy must respect people's rights, ensure accountability and demonstrate responsible leadership.
10. Noted that during the last decade most African countries have, in the course of implementing public service reforms, taken steps to improve the management of human resources in the public service with the view to realising the national visions. Nevertheless, there were still major challenges in the manner in which the human resources function was managed. The challenges include: core vises contingent staff, how to manage equity, skills development and training, performance management, pay progression and hiring and retention strategies, optimal utilization of existing capacity. To address these challenges the Conference recommended that African governments develop coherent human resource management policies, strategies, processes and systems. AAPAM in collaboration with HRMNET should continue to provide a forum for continued dialogue, sharing of experiences among member countries.

ACKNOWLEDGMENTS

The Conference extended its profound gratitude to AAPAM's partners, especially IPAC, UNDESA, and Commonwealth Secretariat for supporting its 32nd Roundtable Conference.

Delegates expressed their sincere appreciation to the Government of the Republic of South Africa, the National Organising Committee, the Management and Staff of Sun Hotels Elangeni, the people of South Africa for their hospitality and expert handling of delegates excursions. They also expressed appreciation to the Provincial Government, the Ethekwini Municipality, as well as the various local artists for entertaining the delegates.

The delegates extended their thanks to the AAPAM leadership and Secretariat as well as the resource persons and rapporteurs for their dedication and commitment to making the 32nd Roundtable Conference a success.

Delegates were pleased to know that the 33rd Roundtable Conference will be held in October 2011 at the invitation of the Malawian Government and will focus on the theme: **"Strengthening Citizen Engagement through Decentralization to Enhance Public Service Delivery in Africa"**.

**DURBAN, SOUTH AFRICA
19TH NOVEMBER 2010**

APPENDIX II

AAPAM YOUNG PROFESSIONALS (AAPAMY) REPORT PRESENTED AT THE AAPAM ROUNDTABLE CONFERENCE IN DURBAN, 15 – 19 NOVEMBER 2010



Introduction

First and foremost we would like to express our gratitude to the Commonwealth Fund for Technical Cooperation, the AAPAM Executive Committee, the AAPAM Council and our respective governments for creating and giving us the opportunity to gain exposure, learn and grow. The AAPAMY has been in existence for five years now and we humbly request for the continued support of all stakeholders to ensure that the initiative of bringing both new and existing Young Professionals into AAPAM is sustained.

We would like to thank the presenters for the wonderful presentations as well as the conference organizers and the people of the Republic of South Africa, in particular the people of the beautiful province of Kwazulu natal who have successfully hosted the 32nd Roundtable Conference. Siyobonga Ngakulu.

As AAPAMY we are committed to the improvement of the delivery of quality services through the AAPAM Platform and therefore advocate for and support the repositioning of African Public Services for the realization of National Visions.

As Young Professionals we note the following as key learning points from the Conference.

1. Need for evidence based decision making and formulation of activities based on research findings. This enables effective planning, proper allocation of resources and easy implementation and evaluation of activities.
2. Capacity building for central and local government authorities in training, handling resources and infrastructure is required. In order for national visions to be realized an enabling environment must be put in place at the central government level and then cascaded down to the local authorities and 'countryside' programmes. Currently national visions are often neglected by Public Officers deployed in rural communities due to lack of adequate infrastructure, training and resources.



3. Clear communication and involvement of stakeholders in national visions.
Citizens are often ignored during the planning and implementation stages of visioning. Political leadership should help create awareness of these visions to citizens. This will create awareness among citizens of their rights and enable them to demand quality services from government and the public service. Civil society as well as private sector involvement is also crucial in the realization of national visions.
4. Succession planning and mentoring the Youth
5. Appreciating the concept of entrepreneurial public service as a dynamic approach to realizing national visions. However the merits and demerits of this programme should be understood while taking into consideration how it relates with systems and procedures in a bureaucratic system.
6. Need for a solution based and Africanised national vision planning and implementation. Public servants should seek to find solutions for ensuring national visions are actualized. They also need to avoid adopting first world policies that do not address the needs and concerns of their citizens.

Observations

1. The papers on the theme were very rich and academically empowering, however a very crucial element of patriotism that is essential is assisting the African Public Services to realize national visions was not well articulated.
2. As we all know, aid plays a major role in assisting African Public Services realize national visions. Ways in which aid should be effectively handled so as to benefit Africa were not fully expressed.
3. In order for African public Services to know whether they are realizing their national visions, they should have monitoring and evaluations systems. Some presenters did not communicate their monitoring and evaluation types.

Recommendations

1. Compilation of AAPAM Roundtable success stories – Presenters should share some of the great success stories that have come out as a result of participating and learning from the AAPAM Roundtable Conferences.
2. Leadership Skills should be included in School Curriculum. – The primary and secondary school curricula for African countries to address the challenges raised throughout the presentations.
3. Link presentations with practical solutions. When the theme and sub themes for the roundtable are sent out presenters and respective countries should develop presentations that offer practical solutions to address some of these challenges.

Conclusion

As we leave Durban with fond memories, let us take with us the responsibility to reposition the African public Services to realize national visions.

It is upon ourselves to be the change that we would like to see across the entire continent!





APPENDIX III

APS-HRMNET WORKSHOP REPORT PRESENTED BY MRS. ADAH K. MUWANGA AT THE AAPAM ROUNDTABLE CONFERENCE IN DURBAN, 15 – 19 NOVEMBER 2010

Policy and Methodologies for Evaluating Performance of the Public Service in Tanzania

Tanzania, like many other African countries has faced the daunting task of structuring its public service in order to facilitate nation-building and promote social-economic development. The paper presents approaches to institutionalize strategic performance management in the public service of Tanzania. The paper also highlights the experience of Tanzania in the installation of performance management systems in the public service.

Introduction

The installation of Performance Management Systems (PMS) in Tanzania's public service institutions was in consonant with the Public Service Management and Employment Policy of 1999 (PSMEP) and the Public Service Act, No. 8 OF 2003 (PSA).

PMS is the cornerstone of the Public Service Reform Programme (PSRP) which is being implemented by the Ministries, Independent Departments and Agencies (MDAs) and other public institutions.

PMS is a series of integrated tools, components or approaches used in planning, implementation, monitoring and evaluation and reviewing of activities implemented by staff in public service organizations. It looks at the organizational level for continuous improvement in organizational performance and service delivery. Tanzania's efforts towards improving performance and service delivery across the public service have mainly focused on implementation of a broader integrated PMS using the Performance Improvement Model (PIM).

The Performance Improvement Model (PIM)

The model currently being implemented in the MDAs and Local Government Authorities (LGAs) since 1999 is a four stage and interlinked process comprised of: Planning, Implementation, Monitoring and Evaluation, and Performance Review.



Achievements

1. Initially PMS was installed in 26 Ministries, 9 Independent departments, 28 Executive Agencies and 21 Regional Secretariats.
2. Open Performance Review and Appraisal Systems (OPRAS) and Client Service Charters (CSCs) were introduced in most MDAs.
3. The Performance Improvement Fund (PIF) was made operational to allow MDAs access to additional financial resources.
4. PMS guidelines and manuals were developed for use by MDAs, which provided clarity and focus in PMS implementation.

Challenges

1. Quality and Overlapping of Strategic and Operational Plans.
2. Lack of understanding and suspicion by staff on the role of the Service Delivery Surveys, Self Assessment tools and Open Performance Appraisal and Review Systems. The sustainability of the tools was also an issue.
3. Weak Monitoring and Evaluation Systems.

Lessons Learnt

1. The major lessons are that:
2. Since installation and effective use of the PMS components involve behavioural change the process should be designed as a long term endeavor.
3. Focus should be on a broad integrated PMS while trying to sustain the momentum of change.
4. As focus shifts from PMS installation to making MDAs use the tools to improve the management of MDAs, it will be necessary to pay attention to a number of issues:
 - Effective ownership of the PMS process by the MDAS
 - Continuous Capacity Building and PMS matters across the Public Service.
 - Continuous development of PMS Guidelines and Manuals
 - Establish proper linkage between the PMS components
 - Continuous improvement of the PMS process, components and documentation
 - Linking PMS process with Incentives, rewards and Sanctions.

Strategies for Implementation the Charter in Namibia

- Charter adopted on 5th February 2001 by the 3rd Biennial Pan-African Conference of Ministers of Civil Service in Namibia.
- A framework to guide governments in the continent towards achieving excellence in public service delivery



-
- Namibia the first country to ratify the Act.
 - A unit established in the OPM to drive the process.
 - Charter Focal Point persons in every entity
 - Implementation is done as part of the PSR initiatives under two themes "We are here for you" targeting the public and "Together we can make a difference" targeting the civil servants.
 - Service and customer service charters developed
 - Public awareness campaigns through radio, newspaper
 - Charter translated for visually impaired persons
 - One Hundred and Five (105) functional areas identified for service charters developed under a guide on how to develop service charters

APPENDIX IV

Messages of Solidarity

Opening Ceremony, November 15, 2010 delivered by Wynne Young - Immediate Past President, Institute of Public Administration of Canada (IPAC) and Deputy Minister of Tourism, Parks, Culture and Sport, Government of Saskatchewan, Canada

Good morning. It is my great honour and pleasure to have the opportunity to participate in the 32nd AAPAM Roundtable "Repositioning the African Public Services for Revitalization of National Visions." On behalf of the Institute of Public Administration of Canada (IPAC) I wish to thank our hosts AAPAM and the Government of South Africa for their warm welcome and for organizing this conference. I am very pleased to attend once again as I participated in the 31st AAPAM Roundtable Conference in Nairobi, Kenya last year. I am joined here this week from Canada by Ann Masson, Director of IPAC's International Programs.

The conference theme this year is one that is highly relevant in this time of great transformation and change, both on the African continent and around the globe. The world is emerging from one of the worst economic downturns in years into a new competitive and complex economic environment. The economies, enterprises and governments of the world are become increasingly interconnected and interdependent, giving rise to vast new challenges and opportunities. Public sector leaders around the world will require new thinking, flexibility and continuous innovation to meet these challenges and opportunities. Therefore this year's theme comes at an appropriate time and place as leaders and thinkers from across the African continent gather here in Durban this week to discuss the question of how to reposition Africa for multiple and increasingly complex challenges, and to ensure that the region recaptures the initiative for its development in an increasingly competitive world. This theme aligns closely with AAPAM's vision as well as IPAC's, its sister organization, as both organizations work to promote excellence and professionalism in public administration and management in order to meet the challenges of a world that is becoming more interconnected and more complex.

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

IPAC focuses on sharing of knowledge, lessons learned, and innovation as an integral component of our work. Some of the ways we do this is through our leading-edge research, publications, events and awards. For example, IPAC profiles public sector excellence through nine awards, which recognize teaching, leadership and innovation in the public service. Such recognition and celebration of public service





excellence strengthens the public service of Canada by raising morale, encouraging team building, and stimulating creativity. IPAC's awards provide an annual "window" into individual and institutional public sector achievements across Canada. IPAC develops and shares our national and international research papers, case studies, leadership briefs, and publications such as our *Public Sector Management* magazine which document the best practices and lessons learned in our work and provide a source of inspiration and ideas.

For the past eighteen years, IPAC has implemented several International Programs across the globe which focus on strengthening the capacity of public sector institutions through made to measure workshops, seminars, training, conferences and technical assistance. We build strategic partnerships through the twinning of jurisdictions and institutions and public servants in Canada and Africa, the Americas, Asia, Europe and the Middle East. IPAC collaborates and builds networks with local, national, regional and multi-sectoral networks and organizations, such as our long-standing partnership with AAPAM which has been continuing since 1994, as well as with other associations such as the United Nations Committee of Experts on Public Administration, the Commonwealth Association for Public Administration and Management and the International Institute of Administrative Sciences.

I am looking forward to discussing, deliberating and most of all learning together with fellow colleagues this week on effectively aligning multiple social and economic priorities with national strategic visions, as well as sharing lessons learned from different countries, and reflecting on the past in order to move forward into the exciting new global context unfolding in Africa and around the world. Thank you very much and I wish you a most successful conference.

Statement of Solidarity Delivered by Dr. John-Mary Kauzya, Chief of Public Administration Capacity Branch of the United Nations Department of Economic and Social Affairs During the Opening of the AAPAM Roundtable Conference at Elengani Hotel Durban, South Africa on 15th November 2010

Guest of Honor, Hon. Minister of Public Service and Administration of the Republic of South Africa,
The President of AAPAM and your Executive,
Invited Guests,
Participants,
Ladies and Gentlemen,

On behalf of the United Nations Department of Economic and Social Affairs (UNDESA), I would like to express our appreciation for the invitation extended to us to participate in the 32nd Roundtable Conference of the African Association for Public Administration and Management taking place in the beautiful city of Durban. My presence at this Roundtable Table Conference is once again testimony of the excellent collaboration between UNDESA and AAPAM that has been going on for sometime. Therefore, Excellencies, ladies and gentlemen, allow me to give you a brief on the activities that have characterized the sustained collaboration between UNDESA and AAPAM since last years 31 AAPAM Round Table Conference held in Nairobi.

-
- First I am happy to report that the Africa Public Sector Human Resource Managers' Network (APS-HRMnet) has continued to grow. Its Executive is present in this hall and will meet to assess progress and continue charting out its growth. A capacity building workshop was conducted in Cotonou Benin in April 2010 which brought together human resource managers from 42 African countries. I humbly request your excellences to join me in thanking the Government of the Republic of Benin and specifically the Ministry in charge of Administration and Institutional Reform for the excellent hosting of the Workshop. Mr. Adamou Amidou the Director of Cabinet in the Ministry who is also the Vice president of the APS-HRMnet for West Africa is among us today. I would like to introduce him to you and thank him for his support in the hosting of the workshop.
 - UNDESA in collaboration with the APS-HRMnet has designed and will launch shortly the on line training on human resource development policy in the public sector in Africa. This will be open free to all human resource managers and interested public servants in Africa.
 - In June 2010 AAPAM President and Secretary General were sponsored by UNDESA UNDESA to join the world in Barcelona to celebrate the United Nations Public Service Day and participate in the workshop of innovators.
 - AAPAM also joined UNDESA in Shanghai China for the workshop of the United Nations Public Administration Network (UNPAN). AAPAM has continued to be a valued Member of the UNPAN
 - During this years' AAPAM Roundtable Conference which we are gathered here to open, UNDESA, APS-HRMnet, and AAPAM have come together and organised within the Roundtable conference the Expert Group Meeting on Human Resource Management Policies in the Public Sector in Africa.

The activities I have mentioned above will form the basis for continued collaboration. Notably next year in March the second capacity building workshop will be held in Addis Abeba supported by UNDESA in collaboration with UNECA and the Government of Ethiopia. I hope excellencies you will release many human resource managers in your public sector institutions to benefit from the training.

Excellencies, I close my statement of solidarity by reiterating UNDESA's commitment to working with the AAPAM and other national and regional institutions in Africa to strengthen public administration capacity for development. I would like to express our gratitude to the Government and People of the Republic of South Africa for the excellent hospitality we have enjoyed since we arrive in the country and in Durban in particular.

Thank you very much





Message of Solidarity, Opening Ceremony, 15 November 2010 delivered by Mrs. Janet Kathyola, Advisor, Governance and Institutional Development Division (GIDD), Commonwealth Secretariat

Honourable Richard Baloyi, Minister for Public Service and Administration, Republic of South Africa

Mr. Michael Mabuyakhulu, MEC Economic Development & Tourism

Mr. Tlohang Sekhamane, President of AAPAM and Head of Public Service, Lesotho

Honourable Ministers

Members of the Diplomatic Corps

Members of the press

Distinguished ladies and gentlemen

I bring you greetings from Secretary General of the Commonwealth Secretariat, Honourable Kamalesh Sharma. My colleague, Mrs. Toyin Job and I are pleased to be part of this important annual round table conference. We take AAPAM as an important association that brings together public sector professionals and academia to discuss pertinent issues pertaining to public administration and management in Africa.

The Commonwealth is an Intergovernmental Association of fifty four member states and nineteen of these are in Africa. The Commonwealth is recognised as a force for peace, good governance and democracy and a source for assistance for sustainable development. Public sector development is part of the mandate of the Commonwealth Secretariat, which is delivered through its Governance and Institutional Development Division. AAPAM is, therefore, our important partner. This is why we have been supporting the participation of young professionals in AAPAM round table conferences and the AAPAM Innovation award for the last five years.

The theme for this year's conference, namely "*repositioning African Public Services for the realisation of national visions*" is timely because it provides an opportunity for countries to review the actual progress that they are making towards realisation of their national visions. It also provides an opportunity for countries to identify challenges they are facing in realising their visions and what needs to be done to accelerate progress towards realisation of national aspirations.

As we are reflecting on the theme of this conference, there are some fundamental issues that we need to consider. First, we need to look at the role of the public service for the realisation of national visions, in the context of the roles of other stakeholders- the private sector, non-state actors, citizens and the interaction among them.

Second, we need to examine the extent to which national visions are shared visions, in other words, are the visions understood and owned by all stakeholders including citizens and does everyone know the contribution they must make for the national vision to be realised?

Third, we must examine the extent to which national development plans and strategic plans are aligned to national visions.

Fourth, we need to reflect on whether we have the necessary leadership capacity at all levels to inspire people towards realisation of national visions.

We also need to look at whether we are making strategic choices on what priorities we need to focus our resources and efforts on in order to realise our strategic goals.

Lastly, we need to reflect on the capacity that is required for the national visions to be realised and the extent to which existing capacity is being fully utilised to effectively execute programmes and projects that are critical for achieving national development goals.

In conclusion, I would like to state that the Commonwealth Secretariat cherishes its partnership with AAPAM and we believe that this annual round table conference will continue providing a platform for sharing of ideas and experiences and for generating strategies for advancing public administration and management in Africa.

I thank you for your attention.





APPENDIX V

SPEECHES

ADDRESS BY THE MINISTER FOR PUBLIC SERVICE AND ADMINISTRATION MR MASENYANI RICHARD BALOYI AT THE 32nd AAPAM ROUND TABLE CONFERENCE IN DURBAN

Monday, 15 November 2010

Durban

Programme Director
Honorable MEC Mabuyakhulu
Honorable Ministers,
The President and AAPAM Executive Committee Members,
Excellencies, Ambassadors and High Commissioners,
Distinguished Delegates,
Invited Guests,
Ladies and Gentlemen
All Protocol observed.

Let me join MEC Mabuyakhulu and the President of AAPAM Mr Sekhamane and add my voice in welcoming you to this beautiful country South Africa and the province of KwaZulu Natal.

I have observed with interest the successful AAPAM Round Table Conferences. Allow me therefore, programme director, to take us through this fascinating array of themes that have guided AAPAM Conferences for the past six years.

- **The theme for the 27th Round Table Conference held in Zambia was:** Harnessing the Partnership of the Public and Non-State Sectors for Sustainable Development and Good Governance in Africa: Problems and the Way Forward
- **The theme for the 28th Round Table Conferences held in Tanzania was:** Towards an Effective Delivery of Public Services in Africa
- **The theme for the 29th Round Table Conferences held in Swaziland was:** Political and Managerial Leadership for Change and Development in Africa
- **The theme for the 30th Round Table Conferences held in Ghana was:** Enhancing the

Performance of the Public Service in a Developmental State

- **The theme for the 31st Round Table Conference held in Kenya was:** The World Economic Crisis: Challenges to the African Public Administration Systems
- **The theme for today's the 32nd, Round Table Conference is:** Repositioning the African Public Services for the realization of National visions

Programme Director,

At the centre of all the themes are issues central to public service administration and accountability. We are here today talking about issues at the centre to AAPAM. I want to agree with and applaud this conference theme for what it says to our public/civil servants.

The theme directs us as policy makers and practitioners to reposition African Public Services for the realisation of national visions.

Repositioning means that we as African scholars, practitioners and indeed politicians acknowledge that the way we are structured does not necessarily, position us for the developmental agenda we seek to advance for the betterment of our people's lives.

Continently our forbearers like Nkwame Nkrumah, Haile Selassie, Nelson Mandela as well as our current crop of leaders have consistently declared that African governments will make sense if they are designed to serve the people they purport to have been created for.

The current leadership has reorganised the Organisation of African Unity into the African Union thus giving it impetus for 21st century challenges facing the African continent.

Central to this reorganisation and directly linked to AAPAM's 2010 conference theme is the African Peer Review Mechanism (APRM).

The APRM is Africa's pyramidal policy instrument in the area of promoting and institutionalising good governance in Africa by Africans.

The APRM creates an opportunity for African governments to engage with issues of governance as peers and based on broad thematic areas.

These thematic areas provide a foundation for both repositioning and national visioning.

It is now becoming inconceivable for an African government to conceptualize its democratic nature and character outside the APRM thematic areas of;

- Democracy and political governance.
- Economic governance and management
- Corporate governance
- Socio-economic development

These thematic areas provide a compelling reason for the repositioning of the public service to serve the emerging developmental agenda and paradigm.





On democracy and political governance the APRM directs participating governments to focus on matters such as the involvement of civil society in policy making, corruption, any form of chauvinism that restricts access to services by communities, and how states are institutionalizing democratic practice.

You may want to note that South Africa on this thematic area has thus far demonstrated its capacity for peaceful democratic change in the midst of politically charged situations.

The concretizing stability of non-partisan public service delivery is a development of note that also yields new demands of further repositioning for developmental state entrenchment.

On economic governance and management the APRM process directs participating governments to address issues such as unemployment, service delivery capacity of the state as well as how a country's economy is integrated within its economic region.

In this thematic area the South African public service has constantly been sensitised on the regionalisation of policies and alignment of in-country policies with those of neighboring states and countries within the political and economic region of SADC.

Policy instruments that have thus far found regionalisation expression include competitions policy, consumer protection as well as company legislations. These are all designed to create general uniformity in how the region goes about doing business and protecting the regional consumer.

On corporate governance the APRM seeks to standardize on how companies and other institutions that are entrusted to governance structures are managed for and on behalf of stakeholders that wield some form of interest.

In this area there is a general repositioning of public entities to operate within the private sector generated voluntary instruments that have legal implications such as the King III Code.

Programme director

The APRM is an instrument that requires of nation states a commitment to both participate and implement.

As we congregate here, there are about 30 African countries that have voluntarily acceded to the APRM process.

It is worth noting that of the countries that have acceded, the ones that have since been peer reviewed have thus far registered a marked improvement in how they govern their people. This confirms that we survive to assist one another and that no-one is an Island.

It is only a matter of time that these countries improvements in governance will soon be reflected in the economic growth pattern and therefore improved standard of living.

Programme Director

As we congregate here, there are about 30 African countries that have voluntarily acceded to the APRM process.

It is also worth noting that the APRM is civil society friendly and in some instances it has been found to be civil society driven and directed.

AAPAM as an organ of civil society with a continental reach has a very strategic role to play in shaping and directing the public service repositioning issues within the APRM contextual framework.

It is in the professionalisation nature of AAPAM and other in-country professional associations that AAPAM can create a niche for itself to both direct and influence the public service repositioning processes required by the APRM process.

The think-tank capability of AAPAM positions it as an association that can muster from amongst its members an intellectual repository that can provide an originative historical context for public service repositioning in Africa.

It is in the indigenisation potential of AAPAM that Africa can be relieved of policy directives that still have a colonizing sub-context disguised as 'international benchmarks'.

Programme Director

As Minister of Public Service and Administration and serving in a number of public service related structures in the continent I want to submit here and now that AAPAM will be failing the continent if it does not create a public service cadreship ready to face the developmental needs of the continent.

Repositioning the public service for national visioning will require from Africa and therefore AAPAM and other professional association a public service cadre that has the following attributes;

- Breaking new ground through innovations for solutions;
- Inspiring success through self motivation and motivating others
- Raising standards to world-class level
- Introducing turnaround strategies to salvage situations
- Making a difference in the lives of the people through running an extra mile and sacrifice for others
- Ensuring success through collective leadership
- On board and own processes and initiatives
- International exposure and open for influence

The development of these attributes would require an African network of like-minded public administration and management practitioners and scholars.

It is therefore not only a responsibility for AAPAM to be at the forefront of organizing these individuals across the African continent.

AAPAM would need to review its central role in the African Public Administration and Management field in a way that makes it to have a continental character that unites and integrates in-country best practices.

It is clearer to me that only AAPAM has the capability to create organic units of scholarship and practice with all African Countries. This would mean that AAPAM should recognise all in-country associations as potential members of the continental body.

If we are to bring African thoughts together around issues of Public Administration and Management, we should do so within the context of peer participating, influence and support.

I hope this conference will review the organisational character of AAPAM for it to claim representativity of all African countries; this is an area I will be raising with African Ministers of Public Service and





Administration.

Programme director, as I conclude I want to remind us that African Public Service repositioning is an assignment that has now found an intellectual and practitioner home in AAPAM.

Ours is an African task that requires African solutions and African Unity.

I wish you all the best in your deliberations

Thank you.

OFFICIAL OPENING OF THE 32ND AAPAM ROUNDTABLE CONFERENCE OFFICIAL WELCOME SPEECH BY THE PRESIDENT OF AAPAM, MR. TLOHANG SEKHAMANE

MOLWENI, GOI MORE, LUMELANG!!

I wish to welcome you all, ladies and gentlemen, to this 32nd AAPAM Roundtable Conference, with the captivating theme of "Repositioning the African Public Services for the Realization of National Visions". A cursory look at the papers that will be presented here, shows that justice will, indeed, be done to this theme, and that this Roundtable Conference, held in this great city of Durban, is without any spec of doubt, destined to be epoch making in its scope, depth and complexion.

Ladies and Gentlemen, it is incumbent upon me to humbly express our gratitude and appreciation to our Guest of Honour, and Minister of the Public Service and Administration of the Republic of South Africa, the Honourable Richard Baloyi, for hosting this Roundtable Conference, and for honouring us with his personal presence, to open it officially. Honourable Minister, we are truly honoured and deeply grateful for this gesture of support.

The same goes, for the highly competent team of Ladies and Gentlemen in the Organizing Committee, under the able leadership, of Mr. Kenny Govender, Acting Director-General, in the Department of the Public Service and Administration. Excellent arrangements have been made, and an abundance of courtesies and amenities have been put in place for us. For all these, I can only say, on behalf of the AAPAM Council and Executive Committee, and indeed, on behalf of the full AAPAM fraternity, "SIYA BONGA KAKULU, LE KA MOSO".

Guest of Honour, Ladies and Gentlemen, we have in our midst, Honourable Ministers from outside South Africa, who decided to 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 note with profound gratitude, the presence of our Development Partners. Namely, and in alphabetical order, the African Capacity Building Foundation (ACBF), CIDA Canada, through the Institute of Public Administration of Canada (IPAC), the Commonwealth Secretariat through the Commonwealth Fund for Technical Cooperation (CFTC), and the United Nations Department of Economic and Social Affairs

(UNDESA). Quite frankly, I do not see how we would have navigated our way, through this morass of financial challenges without your support.

In the final analysis, however, AAPAM is an African Association. In this regard, I am proud to note that an increasing number of African Governments are faithfully paying their subventions every year. In fact, a few of these countries have agreed to increase their subventions in order to nudge AAPAM more towards a reasonable level of financial viability and sustainability. For this, we are truly grateful.

Moving towards the end of my remarks, I wish to note with delight the presence of my colleagues, Cabinet Secretaries and Heads of Public Services. Thank you for coming. A word of appreciation to the members of the AAPAM Executive Committee and to the AAPAM Secretariat. A big thank you to all of you delegates and Participants.

Let me conclude in this way: Recently in June/July of this year, the Republic of South Africa hosted the FIFA Soccer World Cup, 2010. Style, pomp, finesse, parlance: World Class!!! Vuvusela in the sea, ... on land, ... in the sky, ... and everywhere. South Africa, you made us proud. Nobody can take that away from you. Congratulations.

And by the way, tomorrow Tuesday 16 November, is **IDDUL ALHAJ** for Muslims. We wish them well.

Allow me Ladies and Gentlemen, to introduce the countries that are represented in this Roundtable Conference: Angola, Benin, Botswana, Cameroon, Canada, Ghana, The Gambia, Kenya, Lesotho, Liberia, Malawi, Mauritius, Mozambique, Namibia, Nigeria, Rwanda, Seychelles, Sierra Leone, Somalia, Sudan, Swaziland, Tanzania, , Uganda, United Kingdom, South Africa, Zambia, Zimbabwe



APPENDIX VI

INNOVATIVE MANAGEMENT AWARDS SECTION

GOLD TROPHY WINNER

INTEGRATION OF TANZANIA'S REVENUE AUTHORITY'S (TRA) OPERATIONS

Country:	Tanzania
Organization:	Tanzania Revenue Authority
Contact Person:	Mary N. Maganga - Manager, Planning and Modernisation Programme Tanzania Revenue Authority PO.BOX 11491, Dar es Salaam, Tanzania Phone: +255 22 2121500 Fax: +255 22 2125018 Email: mmaganga@tra.go.tz



Executive Summary

The Tanzania Revenue Authority (TRA) was established by an Act of the Tanzania Parliament Cap 399 revised in 2006 and commenced its operations in July 1996. Since its inception, TRA has strived to implement its statutory functions as stipulated in the Act, the core functions being assessing, collecting and accounting for Government revenue.

TRA has propelled reforms focused on making the Authority Investor and Taxpayer friendly by strengthening operational efficiency.

Based on its Corporate Plans, the TRA integrated its operations by moving from tax-type to a function-based structure for the purpose of improving service delivery. Integration of TRA operations involves provision of services for different type of taxes at a single location by merging Value Added Tax with Income Tax operations.

Development of Innovation

The aim of integrating TRA operations was to improve efficiency and effectiveness of service delivery through provision of services from one-stop center.



How the Change was Done

i) Administration of Large Taxpayers

TRA commenced its first step towards integration of operations in October 2001 by establishing the Large Taxpayers Department (LTD). A functional-based structure, which includes four main functions along the concept of one-stop shop, was adopted.

ii) Administration of Small and Medium Taxpayers

TRA replicated the model for Large Taxpayers to the medium and small taxpayers. TRA then integrated VAT and Income Tax Departments, leading to the formation of Domestic Revenue Department.

iii) Integration of ICT Systems

The integration of functions necessitated the integration of ICT systems to provide seamless and secure access by users. In order to minimize cost for the integration of ICT systems, TRA decided to use in-house ICT expert for re-designing, coding and testing which saw the development of the ITAX system.

The ITAX system has a central database which is accessed by all users throughout the country to share common data such as taxpayer registration particulars. The system is interfaced with: Motor Vehicle Registration System (MVRS), Automated System for Customs Data (ASYCUDA++) and Taxpayer Registration System (TIN).

RESULTS OF RE-ENGINEERED SERVICE DELIVERY

- i) Monthly revenue collections have increased from a monthly average of TShs 42 billion during the 1st year of TRA operations to the current levels of TShs 367 billion per month.
- ii) Cost of collection has been maintained at an average rate of 3% which is the World's accepted Best Practice.
- iii) Provision of services from a single office for all type of taxes at a single visit by a taxpayer has improved efficiency as service delivery time has been reduced.

OUTLOOK FOR THE FUTURE

In pursuit of further improvement of its services to the public TRA is implementing a Quality Management System (QMS) based on the ISO 9001:2008 Standard.

At present efforts are underway to interface ITAX with the Tanzania Interbank Settlement System (TISS) which will enable payments effected by taxpayer through banks to be reflected in their ITAX accounts automatically.

INNOVATIVE MANAGEMENT AWARDS SECTION

SILVER TROPHY WINNER

"ACCESS RECORDS" – COMPUTERIZATION OF RECORDS MANAGEMENT FUNCTION IN THE SERVICE

Country: Kenya

Organization: Ministry of State for Public Service

Contact Person: Mr. Titus M. Ndambuki, CBS - Permanent Secretary
Ministry of State for Public Service
P.O.BOX 30050, Nairobi, Kenya
Tel: +254 20 2227411
ps@dpm.go.ke



Executive Summary

Records support all business functions and are critical to assessing policies and programmes and analyzing individual and organizational performance. Without reliable records, government cannot administer justice and cannot manage the state's resources, its revenue or its civil service.

Kenya, like other countries in Africa, had their information systems based on paper registry. The systems used for the management of records had faced problems and indeed almost collapsed. Failures in the filing systems led to delays, poor service and frustration on the part of the public and opportunities for corruption. The Management of records was characterized by insufficient storage facilities, misfiling, cumbersome retrieval procedures, cases of missing/lost files resulting in delays in decision making and increased opportunities for corruption.

To tackle the concerns mentioned above, Information Management became an integral component in the Civil Service Reform Programme (CSRP) in 2003.

To address the manual nature in which records are managed the Ministry of State for Public service as the administrator of the scheme of service took the initiative to design and develop a computerized, Integrated Records Management System to track the movement of mail/files and also performance of individual officers.

Development of Innovation

The Ministry designed and developed a computerized, integrated Records Management System based on

the actual operations of the Records Management function. The main aim was to ensure that the designed system could easily be adopted and used by the Records Management staff. Secondly, the system was designed to ensure that mail and files could be tracked up to the Action Officers, holding them responsible for any mail or file forwarded to them for action.

The system is web-based but for security reasons will run on the Intranet in respective Ministries. Additional is a rapid response facility that will be attached to the Integrated Records Management System. This will enable clients from outside the Ministries to make enquiries on the current status of their correspondence.

Results Achieved to-date

The computerized, integrated records management system has been rolled out in the Ministry of State for Public Service. The Ministry is now rolling it out in all the forty-two (42) Ministries.

The system is being rolled to the Ministries using the cost-sharing approach. They purchase the equipment, prepare data and the Ministry of State for Public Service installs the system for them to run and manage its operations.

Upon installation of the system, champions are trained in the Ministry to train all the other users and it is anticipated they will roll the same to the Provinces and Districts.

It is expected that the full scale operation of the integrated records management system will contribute to:

- Reduction of loss and misplaced mail/files;
- Reduction of physical movement of the files from registries to action officers because of digital filing.
- Contribute to the going green initiative, reduced deforestation due to less demand for paper. Cutting down on printing, photocopying and wastage of paper in the ministries. Reduced toxics produced by photocopying and printing e.g. Nitrogen oxide, Carbon monoxide, Ultra violet light and Noise levels.
- Drive towards modernization of services and reduced corruption is set to improve the image of Government



INNOVATIVE MANAGEMENT AWARDS SECTION

BRONZE TROPHY WINNER

AREA CONTROL CENTRE PROJECT

Country: Mauritius

Organization: Department of Civil Aviation

Contact Person: Mr. Anand Gungah – Director of Civil Aviation
Department of Civil Aviation
SSR International Airport Plaine Magnien
Mauritius

Tel: + 230 603 2000
Civil-aviation@mail.gov.mu



Executive Summary

The Department of Civil Aviation (DCA) plays a leading role in the development of the aviation industry in Mauritius through the safety and security regulation of this sector and by providing Air Navigation Services (ANS) in the airspace allocated by the International Civil Aviation Organisation (ICAO).

Previously, due to lack of adequate equipment and facilities, we were providing only Flight Information Services to aircraft in our Flight Information Region (FIR), leaving the pilot to decide on air routes. The radio communication system used was mostly High Frequency (HF) which has the inherent drawbacks of being noisy and fading under atmospheric conditions. DCA had to bring major improvements to the quality of its services via innovative solutions based on automation and satellite technologies.

In this context, the following improvements/innovations have been brought about:

(I) Extended Very High Frequency (VHF) Communication

It is very important to have reliable air-ground communication. While extended-VHF is relatively easy over vast land mass, we had to design an ingenious and innovative solution to extend the VHF coverage over the ocean. The new system, which uses Very Small Aperture Terminal (VSAT) technology links Mauritius with those islands via satellite. Furthermore, in the absence of electricity supply at Agalega and St Brandon, we capitalized on solar energy.

(II) Controller-Pilot Data Link Communication (CPDLC)

To communicate with aircraft beyond VHF coverage, we have equipped our ACC with data link communication via satellite. This system, known as the Controller-Pilot-Data-Link-Communication, provides reliable communication between ATCs and pilots over oceanic areas thereby decreasing our dependence on HF communication.

(III) Air Traffic Management (ATM) System

Furthermore, in order to enhance safety, we combined the traditionally separate air traffic service functions into an integrated set of tools that would maximize the synergy between them, thus allowing ATCs to view the same Air Traffic Situation Display on a single workstation.

(IV) Surveillance

We have implemented a surveillance system which can cover the whole FIR using both VHF and satellite technology. This system, known as the Automatic Dependent Surveillance (ADS) allows the ground computer to interact with aircraft systems to display the position of aircraft on the controller's screen.

(V) Billing and Statistic System

To be more efficient, DCA has designed a computerised system which interfaces the Flight Data Processor to extract relevant air traffic movement data to compile statistics and billing information automatically. This gained recognition in the region to the extent that the ICAO AFI Regional Office is now using it as a reference.

(VI) Flex Tracking

This allows aircraft to choose the most economical route based on meteorological data. This has also positively contributed to the environmental impact of the atmosphere.



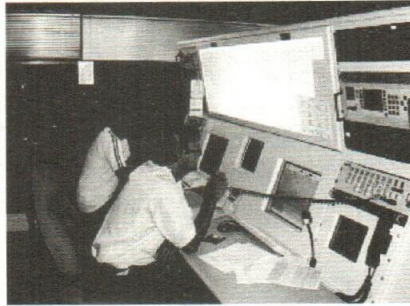


Conclusion

This is a quantum leap from an antiquated past to a satellite based technology future. With these facilities, Mauritius leads many countries in the African Region in the CNS/ATM field. This innovation has benefited all our customers who are delighted with the Air Navigation Service being provided in the Mauritius FIR.

The accrued benefits cannot be valued in terms of money considering that a safe operating environment results in saving life and valuable assets. Moreover, they have contributed to the protection of the environment by the use of more efficient air routes (less fuel) and by harnessing solar energy.

The Air Traffic Management implemented at the DCA is also fully transferable, especially in relation to regional air navigation service providers.



APPENDIX VII

INVITATION TO THE 33RD AFRICAN ASSOCIATION FOR PUBLIC ADMINISTRATION AND MANAGEMENT ROUNDTABLE CONFERENCE

- The Chairperson of the Conference.
- The Honourable President of African Association for Public Administration and Management (AAPAM).
- Honourable Ministers.
- Heads of Public Service and Secretaries to Cabinet.
- Ladies and Gentlemen.

The AAPAM Executive committee requested Malawi to host the 33rd AAPAM Round Table Conference in 2011. It has pleased His Excellency the President Ngwazi Dr. Bingu Wa Muthalika to approve the AAPAM request that Malawi should host the 2011 AAPAM Conference.

Ladies and Gentlemen, on behalf of the Malawi Government it is my honour and privilege to officially accept the offer to host the 2011 annual conference. This will be the second time for Malawi to host such a conference as the first one was held in December, 1984.

We are proposing that the Round Table Conference be held in October, 2011, in Lilongwe. I take this opportunity to invite you all to 33rd AAPAM Roundtable conference in the Republic of Malawi, the Warm Heart of Africa.

In conclusion we would like to play a short presentational DVD about Lilongwe and Malawi which we hope you will give our invitation your most favourable consideration.

I thank you very much.

Necton Mhura
Deputy Chief Secretary to Government
Republic of Malawi
19th November, 2010



APPENDIX VIII

PROGRAMME AT A GLANCE

SATURDAY 13TH NOVEMBER 2010		
9.00a.m-1.00p.m	AAPAM Executive Committee Meeting	Southern Sun Elangeni
2.00p.m-8.00p.m	Registration of Delegates	North Beach Hotel
SUNDAY 14TH NOVEMBER 2010		
9.00am-10.00am	Meeting of the Jury-APPAM	Southern Sun Elangeni
	Award of Innovative Management	
10.00am-4.00pm	Jury Interviews finalist for the AAPAM	Southern Sun Elangeni
	Award of Innovative Management	
10.00am-12.00 noon	Meeting of AAPAM Executive Committee	Southern Sun Elangeni
	And National Organizing Committee (NOC)	
10.00am-8.00pm	Registration of Delegates	North Beach Hotel
4.00pm-6.00pm	Rappoteure Meeting	Southern Sun Elangeni
MONDAY 15TH NOVEMBER 2010		
8.00am-9.00am	Later Registration of Delegates	North Beach Hotel
9.00am-11.00am	Opening Ceremony	Conference Hall-Elangeni
11.30am-12.45am	Keynote Address	Conference Hall
2.00pm-3.30pm	Steering the Public Service towards the Realization of National Visions (Panel of Heads of Public Service)	Conference Hall
4.00pm-5.30pm	Creating a Developmental Public Service	Conference Hall
7.00pm	Reception/Dinner	
TUESDAY 16TH NOVEMBER 2010		
8.30am-11.30pm	Enhancing the Capacities of the African Public Service for Development (PAMNET panel)	Conference Hall
11.15am-1.00pm	Development Planning Experience	Conference Hall
2.00pm-3.15pm	Human Resource Management Policy In the Public Service in Africa (APS-HRnet panel)	Conference Hall
3.30pm-6.00pm	Workshop/Group Discussion	Conference Side Room
4.00pm-6.00pm	APS-HRMnet workshop	Conference Side Room
4.00pm-6.00pm	AAPAM Young Professional Workshop	Conference Side Room
4.00pm-6.00pm	AAPAM Council Meeting	Conference Side Room
4.00pm-6.00pm	PAMNET Meeting	Conference Side Room
WEDNESDAY 17TH NOVEMBER 2010		
8.30m-10.00am	Visioning for National Development: Focus on Public Administration System	Conference Hall
10.30am-12.00 noon	National Vision Strategies: Country Case Studies	Conference Hall
12.00 noon-1.00pm	Case of Human Resource Management Policies and Practice in the Public Service in Africa	Conference Hall
2.00pm-3.30pm	Presentation by Finalist of the AAPAM Award for Innovative Management	Conference Hall
3.45pm-5.45pm	Workshop/Group Discussion and Preparation of Report	
3.45pm-5.45pm	Meeting AAPAM Young Professionals	
	Finalize Report	
7.00pm	Dinner and Presentation Award for Innovative Management to Winner	
THURSDAY 18TH NOVEMBER 2010		
	Learning Visit/Excursion	
FRIDAY 19TH NOVEMBER 2010		
9.00am-10.30am	Presentation of Report and Communiqué	Conference Hall
11.00am-12.30pm	Presentation, Discussion and Adoption Of conference communiqué (Conclusion and Recommendations)	Conference Hall
12.30pm-1.00pm	Closing Ceremony	
2.00pm-2.00pm	Lunch and Departure	



TIME	ACTIVITY	PLACE	COORDINATOR
9.00am-1.00pm	ARRIVAL OF DELEGATES AAPAM Executive Committee Meeting .	Southern Sun Elangeni	AAPAM Secretariat
2.00pm-8.00pm	Registration of Delegates	North Beach Hotel	AAPAM Secretariat And National Organizing Committee (NOC)

SUNDAY 14TH NOVEMBER 2010

TIME	ACTIVITY	PLACE	COORDINATOR
9.00am-10.00am	Meeting of the Jury for AAPAM innovative Management Award	Southern Sun Elangeni	AAPAM Secretariat
10.00am-4.00pm	Interviews for Finalist of the AAPAM Award Innovative Management	Southern Sun Elangeni	AAPAM Secretariat
10.00am-12.00 noon	Meeting of AAPAM Executive Committee and NOC	Southern Sun Elangeni	AAPAM secretariat
10.00am-8.00am	Registration of Delegates	North Beach Hotel	AAPAM Secretariat And NOC
4.00pm-6.00pm	Meeting of Rapporteurs	Southern Sun Elangeni	Rapporteur General

DAY ONE MONDAY 15TH NOVEMBER 2010

TIME	ACTIVITY	COORDINATOR	REMARKS
8.00am-9.00am	Late Registration	AAPAM Secretariat And NOC	North Beach Hotel
9.00am-11.00am	OPENING CEREMONY (See insert)	NOC	Conference Hall
11.00am-11.30am	PHOTOGRAPHS AND REFRESHMENT		

TIME	ACTIVITY	PRESENTER	REMARKS
11.30am	Key note Address		CHAIR: Mr Joe D. Issachar AAPAM Deputy President
11.30am-12.15pm (45 min)	Broad Based Empowerment or Dependent Accumulation: Transformation of the State in South Africa	Prof. Richard Levi Director-General, Economic Development Department, Republic of South Africa	Rapporteurs:
12.15pm-12.45pm (30 min)	DISCUSSIONS		
12.45pm-2.00pm	LUNCH BREAK		

TIME	ACTIVITY	PRESENTER	REMARKS
2.00pm	PLENARY 1		SESSION CHAIR:
2.00pm-3.00pm (1 hour)	Panel Discussion:		Mr. Tlohang Sekhamane AAPAM president, Government Secretary, Head of Public Service, Cabinet Secretary Lesotho



TIME	ACTIVITY	PRESENTER	REMARKS
	Steering the public service Toward the realization of National vision	Heard of Public Service: 1. Mr John Mitala (Uganda) 2. Mr Eric Molale (Botswana) 3. Mr Abdon A.J Nhial (Southern Sudan) 4. Mr Ngole P.Ngwese (Cameroon) 5. Mr Keenny Govender (South Africa)	Reporters:
3.00pm-3.30pm (30 min)	PLENARY DISCUSSION		
3.30pm-4.00pm	HEALTHY BREAKFAST		
4.00pm	PLENARY 2		SESSION CHAIR:
4.00pm-5.00pm (1 hour)	Creating Developmental Public service 1. The Public Service of Sub- Saharan African Countries 50 Years on: Stakes, Challenges and Lessons Learnt 2. Towards Creating an Entrepreneurial Public Service as a Strategy for Realizing National Visions 3. Enhancing Public Administration Effectiveness in Africa through Strengthening Local leadership Capacity	Dr Fondo Sikod Faculty and Economics and Management, University of Yaounde 11, Cameroon Dr Margaret Kobia Director and CEO Kenya Institute of Administration (KIA), Nairobi Kenya Dr. John-Mary Kauzya, Chief, Public Administration Capacity Branch, United Nations Department of Economic and Social Affairs (UNDSA), New York	Mr. Titus M.Ndambuki MBS AAPAM Vice President, East Africa, Permanent Secretary, Prime Minister's Office Ministry of State for Public Service, Kenya Rapporteurs:
5.00pm-5.30pm (30 min)	PLENARY DISCUSSION		
5.30PM	ADJOURNMENT		
7.00pm	DINNER RECEPTION	HOST: GOVERNMENT OF SOUTH AFRICA	

DAY TWO TEUSDAY, 16TH NOVEMBER 2010

TIME	ACTIVITY	PRESENTER	REMARKS
8.30AM 8.30am-10.30am (2 hours)	PLENARY 3 Panel Presentation Enhancing the Capacity of the African Public Service for Development	ACBF PAMNET Panelists 1. Prof Gelase Mutahaba 2. Prof Jide Balogun 3. Mr Joseph Rugumyamheto 4. Prof Victor Ayeni 5. Prof Jerry Kuye	SESSION CHAIR Prof Richard Levin Directo-General, Economic Development Department Republic of South Africa Rapporteurs
10.30am-11.am (30 min)	PLENARY DISCUSSION		
11.00am-11.15am (15 min)	HEALTH BREAK		



TIME	ACTIVITY	PRESENTER	REMARKS
11.15am,	PLENARY 4 Development planning Experiences		SESSION CHAIR Prof Mzikanyise Shake Binza , Head of Administrative Cluster, Department of Public Administration and Management, University of South Africa (UNISA)
11.15am-12.30am (1 hour 15 min)	1. Development Planning in Africa: Visions and Realities 2. Critical Review of Development Planning Effort of the early Post Independence Period 3. A Critical Review of Development Planning System in Lesotho 4. Nigeria's Development Plans/Vision: Planning/	Prof Malcolm Wallis , Executive Dean, Durban University of Technology, Durban, South Africa Dr. Finlay Sama Doh , AAPAM Vice President and President AAPAM Cameroon Chapter, Yaounde, Cameroon Ms Molehi Motseki-Mokhotho , Department of Politics and Administrative Studies, National University of Lesotho Mr. Joseph O. Dada , Assistant Director of Studies, Administrative Staff College of Nigeria(ASCON), Lagos, Nigeria	Rapporteurs:
12.30noon-1.00pm (30min)	PLENARY DISCUSSION		
1.00pm-2.00pm	LUNCH BREAK		
2.00pm	PLENARY 5		SESSION CHAIR
2.00pm-2.45pm (45 min)	Panel Presentation Human Resource Management Policy in the Public Service in Africa	APS-HRMnet panelist 1. Mr John Lavelle : Human Resource Management Policies in the Public Service: A General Overview and Framework' 2. Prof Gelase Mutahaba 'Human Resource Management Policies in The Public Service in Africa 3. Mr Jean-Yves Djamen : The Policy of Cameroun on the use/application of ICT in Managing Human Resource in the Public Sector	Mrs. Thecla W. Shangali Secretary, Tanzania Public Service Commission Rapporteurs: Adah Muwanga Florence Wachira
2.45pm-3.15pm (30min)	PLENARY DISCUSSIONS		
3.15pm-3.30pm (15min)	HEALTH BREAK		
3.30pm-6.00pm (2 hours 30min)	WORKSHOP DISCUSSIONS • Four Groups of Delegates • APS-HRMnet workshop Topic: Human Resource Management Policies and Practice in the Public Service in Africa (Tanzania,	Rapporteur General CONVENER	Workshop Groups and Topics for discussion to be organized by the Rapporteur General Dr John-Mary Kauzya



TIME	ACTIVITY	PRESENTER	REMARKS
4.00pm-6.00pm	AAPAM young Professionals Workshop	CONVENER	AAPAM Secretariat/ Mr David Roger Walugembe
4.00pm-6.00pm	AAPAM Council Meeting	CONVENER	AAPAM Secretariat
4.00pm-6.00pm	PAMNET Meeting	CONVENER	Prof G Mutahaba
6.00pm	ADJOURNMENT		

DAY THREE: WEDNESDAY, 17TH NOVEMBER 2010

TIME	ACTIVITY	PRESENTER	REMARKS
8.30am	PLENARY 6		SESSION CHAIR
	Visioning for National Development: Focus on Public Administration Systems		Mr Titus J. K Gateere, CBS MBS , Chairman, Public Service Commission of Kenya
8.30am - 9.30am (1 hour)	<ol style="list-style-type: none"> 1. Searching for an Optional Approach to National Development Planning in Africa: Assessing the Contribution of Public Administration Systems 2. Achieving Uganda's Development Visions: What Role has Public Administration Played? 3. Realizing National Development Visions (and goals) in Africa: To Launch or Not to Launch an Offensive against Quite Corruption 4. Le positionnement des Service Publics Africains pour la Realisation des Vidions Nationales 	<p>Mr Audax B. Kweyamba, Lecturer, Department of Political Science and Public Administration, University of Dar es Salaam, Tanzania</p> <p>Dr David K. W. Ssonko Daen, School of Civil Service and Governance, Uganda Management Institute, Kampala, Uganda</p> <p>Mr Lazarus Nabaho, Consultant/Lecturer, Uganda Management Institute, Kampala, Uganda</p> <p>Monsieur Pier Ndenga Dimalla, Chef de Cellule De l'Audit et de Control Interne. Caisse Autonome d'Amortissement du Cameroun</p>	Rapporteurs:
9.30am-10.30am (30min)	PLENARY DISCUSSIONS		
10.00am-10.30am (30min)	HEALTHY BREAK		

10.30am	PLENARY 7		SESSION CHAIR
10.30am-11.30am (1 hour)	National Visioning Strategies: County Case Studies		Dr Finlay Sama Doh , AAPAM Vice President and President AAPAM Cameroon Chapter, Yaounde, Cameroon
	1. Cameroon	Madame Germania Esther Ndjouli , Chef de Service Mistere de Economic Cellule des Audits et d'Analyses, D'impacts Rep du Cameroun	Rapporteurs



TIME	ACTIVITY	PRESENTER	REMARKS
		(The role Public in The Realization of National Vision in Cameroon)	
	2. Kenya	Mr Andrew Toboso Director of Strategy, Kenya Vision 2030, Delivery Board Nairobi, Kenya	
	3. Lesotho	Ms Nthabiseng Shle- Tihomola , Director, Training and Development, Ministry of Service Lesotho	
	4. South Africa	Dr Ellen Kornegay , Deputy Director General Governance and International Affairs, Department of Public Administration, Republic of South Africa	
11.30-12.00 noon (30 min)	PLENARY DISCUSSION		
12.00noon 12.00pm-1.00pm (1 hour)	PLENARY 8 Panel Presentation Topic: 'Cases of Human Resource Management Policies and Practices in the Public Service in Africa'	APS-HRMnet Panelist 1. Ms Adah Muwanga Human Resource Development/Training Policy and Practice in the Ugandan Public Service 2. Ms Odette Ramsingh 'Policy and practice of Managing diversity in the Public Service of South Africa' 3. Amidou Adamou 'Motivation and Remunera- tion Policy in the Benin Public service' 4. John-Mary Kuazya 'On-line Training for HR Managers in the Public Service in Africa'	SESSION CHAIR: Mr Jean Yve-Djamen , Vice President of APS-HRMnet (Central Africa)
1.00pm-2.00pm	LUNCH BREAK		
2.00pm 2.00pm-3.30pm (1 hour 30min)	PLENARY 9 Presentations by finalist of the AAPAM Award for Innovative Management		SESSION CHAIR Dr. Joshua L. Kangaja , Cabinet Secretary, Government of the Republic of Zambia and Jury Chairman
3.30pm-3.45pm(15 min)	HEALTH BREAK		
3.45PM - 5.30PM (1 hour 45min)	WORKSHOP DISCUSSIONS AND PREPARATION OF REPORTS Workshop of AAPAM Young Professionals- Finalize Report	Rapporteur General	
3.45pm-5.30pm (1 hour 45min)		CONVENER	Mr David Roger Walugembe
5.30pm	ADJOURNMENT		



TIME	ACTIVITY	PRESENTER	REMARKS
7.00pm	DINNER	HOST: GOVERNMENT OF SOUTH AFRICA	Presentation of AAPAM Awards of Innovative Management to the Winners

DAY FOUR: THURSDAY, 18TH NOVEMBER 2010

TIME	ACTIVITY	ORGANIZER	REMARKS
	LEARNING VISITS/ EXCURSIONS	NOC	Details of Visits to be announced by NOC

DAY FIVE: FRIDAY, 25TH SEPTEMBER 2009

TIME	ACTIVITY	ORGANIZER	REMARKS
9.00am	PLENARY 10		SESSION CHAIR:
	Presentation of Reports And Conference Communiqué		Prof Victor Ayeni, Director, Governance and Management Services International (GMSI), London, United Kingdom, Editor of AJPAM
9.00am - 10.00am	Group Workshop Reports <ul style="list-style-type: none"> - Workshop Reports - Young Professionals - ACBF-PAMNET - APS-HRMnet (Ms A. Muwanga) 		
10.00-10.30am	Discussion of Reports		
11.30-11.00am	HEALTHY BREAK		
11.00am-12.30pm	Presentation, Discussion and Adoption of Conference Communiqué (Conclusions and Recommendations)		
12.30pm-1.00pm	CLOSING CEREMONY <ul style="list-style-type: none"> - Delegates Vote of Thanks - Invitation to the 33rd AAPAM Roundtable Conference by Host Country - Closing Statement by AAPAM President - Closing of the Conference by a Government Official, Republic of South Africa 		Mr Kenny Govender Ag. Director-General, Department of Public Service and Administration, Republic of South Africa
1.00pm-2.00pm	LUNCH AND DEPARTURES		

WE DELEGATES AT THE 32ND AAPAM ROUNDTABLE CONFERENCE EXPRESS OUR APPRECIATION TO THE GOVERNMENT OF THE PUBLIC OF SOUTH AFRICA FOR HOSTING US IN DURBAN.

PAST AAPAM ROUNDTABLE CONFERENCES (1978 – 2010)

Month & Year	Venue	Theme
1. August 1978	Freetown, Sierra Leone	African Public Services: Prospects for the 1980's
2. August 1979	Nairobi, Kenya	A Profile of the African Public Service in the 1980's
3. September 1980	Victoria, Mahe, Seychelles	African Public Services and Public Policy in the 1980's
4. December 1981	Salisbury, Zimbabwe	Personnel Development Management and Utilization in a Performance Oriented African Public Service in the 1980's
5. November 1983	Arusha, Tanzania	The Changing Ecology of Public Administration and Management in Africa
6. December 1984	Blantyre, Malawi	Public Enterprises Versus Privatization: Which Way for Africa
7. December 1985	Accra, Ghana	Food Crisis in Africa: Policy and Management Issues
8. December 1986	Maseru, Lesotho	Policy and Management Issues in the Transport Sector
9. December 1987	Gaborone, Botswana	African Crisis: Structural Adjustment and Impact on Responses by Public Administration and Management in Africa
10. November 1988	Kampala, Uganda	Human Resource Development and Employment: Policy Management Issues
11. November 1989	Victoria, Mahe, Seychelles	Towards Enhancing Entrepreneurship in African Public and Private Sectors
12. December 1990	Abuja, Nigeria	Mobilization of the Informal Sector and NGO'S for Recovery Development: Policy and Management Issues
13. December 1991	Mbabane, Swaziland	Ethics and Accountability in African Public Services
14. December 1992	Arusha, Tanzania	Managing Science and Technology Policy in Africa
15. January 1994	Banjul, The Gambia	Political Pluralism and Good Governance in Africa: Implications for the Public Service
16. November 1994	Nairobi, Kenya	Mobilization and Utilization of Resources for Effective Performance in the Public Service
17. March 1996	Cairo, Egypt	Civil Service Reform in Africa: Past Experiences and Future Trends
18. March 1997	Nairobi, Kenya	Decentralization as a Principle of Democratic Governance in Africa: Issues and Options
19. November 1997	Gaborone, Botswana	Preparing African Public Administration and Management for the 21 st Century
20. November 1998	Nairobi, Kenya	Public-Private Sector Partnership: The Path to Africa's Accelerated Development
21. November 1999	Kampala, Uganda	Quality Management Assurances in Africa
22. November 2000	Mahe, Seychelles	Good Governance in Africa
23. March 2002	Abuja, Nigeria	Managing Change in a Globalizing Economy
24. November 2002	Maseru, Lesotho	The African Public Service in the 21 st Century
25. April 2004	Banjul, The Gambia	The Role of Public Service in Poverty Reduction Strategies: Challenges and Solutions
26. March 2005	Mombasa, Kenya	The Enabling State and the Role of the Public Service in Wealth Creation: Problems and Challenges for Development in Africa
27. December 2005	Livingstone, Zambia	Harnessing the Partnership of the Public and Non-State Sectors for Sustainable Development and Good Governance in Africa: Problems and the Way Forward
28. December 2006	Arusha, Tanzania	Towards an Effective Delivery of Public Services in Africa
29. September 2007	Mbabane, Swaziland	Political and Managerial Leadership for Change and Development in Africa
30. October 2008	Accra, Ghana	Enhancing the Role of the Public Service in a Developmental State
31. September 2009	Nairobi, Kenya	The World Economic Crisis: Challenges to the African Public Administration Systems
32. November 2010	Durban, South Africa	Repositioning the African Public Services for the Realization of National Visions

