



Lake Malawi

Proceedings

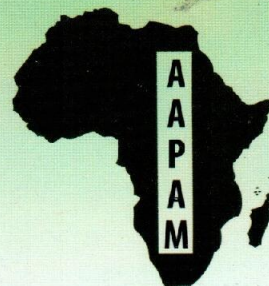
33rd AAPAM Roundtable Conference

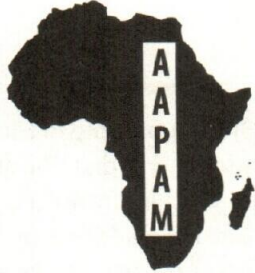
Theme: *Strengthening Citizen Engagement Through Decentralization
To Enhance Public Service Delivery In Africa*

Date: *14- 18 November 2011
Lilongwe, Malawi*



Republic of Malawi





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

Report of the 33rd Roundtable Conference of the African
Association for Public Administration and
Management (AAPAM)

Hosted by

Government of the Republic of Malawi, in Lilongwe

November 14 – 18, 2011

Principal sponsors

United Nations Capital Development Fund (UNCDF)

The Commonwealth Secretariat

Institute of Public Administration of Canada (IPAC)

United Nations Department of Economic and Social Affairs (UNDESA)

Canadian International Development Agency (CIDA)

Acknowledgements

AAPAM successfully held the 33rd Roundtable in Lilongwe Malawi, a feat that was made possible by the commitment and dedication shown by the Government and the people of Malawi. Hon. Henry Chimunthu Banda, Speaker of the Malawian National Assembly delivered a key note address on behalf of the President of the Republic of Malawi, His Excellency now the late President Professor Ngwazi Bingu Wa Mutharika. The culture of Malawi was showcased through the traditional songs and dance that the delegates were graced with.

Special thanks are extended to the National Organizing Committee (NOC) team under the stewardship of Mr. N. Mhura, Deputy Chief Secretary in the office of the President and Cabinet, for their proper planning and logistic arrangements. Sincere gratitude goes to the team of Rapporteurs who documented proceedings of the conference with precision.

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Contents

Principal Sponsors.....	2
Acknowledgements.....	3
Contents.....	4
CHAPTER ONE.....	6
Introduction.....	6
AAPAM Awards and Young Professionals Programme.....	7
Roundtable Objectives.....	7
Roundtable Sub-Themes.....	8
Expected Outcomes.....	9
CHAPTER TWO.....	10
Opening Ceremony.....	10
United Nations Department of Economic and Social Affairs(UNDESA).....	11
Commonwealth Secretariat.....	11
Institute of Public Administration of Canada (IPAC).....	12
United Nations Capacity Development Fund (UNCDF).....	12
Opening Speech.....	13
CHAPTER THREE.....	15
Challenges of Effective Decentralization in Africa.....	15
Plenary Session 1.....	16
Decentralization- Global Perspectives.....	16
Plenary Session 2.....	18
Decentralization and Citizen Engagement.....	18
Plenary Session 3.....	21
Managing The Human Resource in a Decentralized Context.....	21
Plenary Session 4.....	23
Development Financing for Service Delivery Improvement in Africa.....	23
Plenary Session 5.....	25
Decentralization Country Case Studies.....	25
Concurrent Sessions.....	29
Concurrent Session 1: Local Development Financing.....	29
Concurrent Session 2: Policy and Legal Frameworks.....	33
Concurrent Session 3: Good Governance.....	37

Plenary Session 6.....	42
Strengthening Public Administration Capacities in Local Governments in Africa	42
Plenary Session 7.....	44
Closing Ceremony.....	44
Appendix I	46
Conference Communiqué.....	46
AAPAM Executive Committee Elections.....	47
Observations.....	48
Opening Address.....	49
Appendix II	50
AAPAM Young Professionals Network (AAPAMYP) Report.....	50
Conclusion.....	52
Appendix III	53
Messages of Solidarity.....	53
Appendix IV	61
Speeches.....	61
Appendix V	70
Gold Medal Award and Innovative Management Awards Section.....	70
Appendix VI	83
Invitation to the 34th Roundtable Conference.....	83
Appendix VII	80
The Programme.....	80
Appendix VIII	
Delegates List	89

CHAPTER ONE

Introduction

The 33rd Roundtable Conference of the African Association for Public Administration and Management (AAPAM) was held in Lilongwe, Malawi from the 14th to 18th November, 2011 under the theme ***“Strengthening citizen engagement through decentralization to improve Public Service delivery in Africa”***. The Conference was officially opened by Right Hon. Henry Chimunthu Banda; the Speaker of the Malawian National Assembly, who delivered the Key Note address on behalf of His Excellency the now late President, Professor Ngwazi Bingu Wa Mutharika. The Conference was attended by three hundred and sixty five (365) delegates from thirty (30) countries.

The participants included; Cabinet Ministers, Heads of Public/Civil Services, Secretaries to Cabinet, Permanent/Principal Secretaries and other high ranking Government Officials. In addition to the Government officials, there were; Chairpersons and Commissioners of Public Service Commissions, Heads of Management Development Institutes (MDIs), Representatives of international organizations as well as eminent academics and practitioners. The delegates also included 30 AAPAM Young Professionals who had been newly recruited into the Public/Civil Service. The 33rd AAPAM Roundtable Conference was a continuation of the tradition dating back to 1978 when AAPAM first launched the Roundtable Conference series that have been hosted by different member states. Each annual Roundtable Conference addresses issues of contemporary relevance and concern to the practice and study of African public administration and management.

The Countries that were represented at the Roundtable included: Angola, Botswana, Benin, Burundi, Cameroon, Canada, Eritrea, Ethiopia, Gambia, Ghana, Kenya, Lesotho, Mali, Malawi, Mauritius, Namibia, Netherlands, Nigeria, Rwanda, Seychelles, Sierra Leone, South Africa, South Sudan, Swaziland, United Republic of Tanzania, Uganda, United Kingdom, USA, Zambia and Zimbabwe. The Roundtable Conference was graced by the presence of representatives of AAPAM partner organizations namely; the United Nations Department of Economic and Social Affairs (UNDESA), the Commonwealth Secretariat, London, the Institute of Public Administration of Canada (IPAC), the United Nation Development Programme (UNDP), United Nations Capital Development Fund (UNCDF) and other development partners.

AAPAM Awards and Young Professional's Programme

Among the Roundtable highlights was the presentation of the AAPAM Gold Medal and Awards for Innovative Management. The AAPAM awards programme aims at recognizing achievements as a way of promoting best practices, excellence and professionalism in Public Administration and management in Africa. The AAPAM Gold Medal recognizes individuals of distinction and exceptional achievement in Public Administration and Management in Africa and was awarded to Prof. Malcolm Wallis of the Durban University of Technology. Awards in recognition of innovations in the public sector were presented to the five finalist organizations namely; Independent Electoral Commission – South Africa (Gold), Ministry of Agro Industry & Food Security – (Silver) and Malawi Broadcasting Corporation – (Bronze). The two glass trophies were presented to the Directorate of e-Government - Kenya and the Companies Division - Mauritius.

The Roundtable Conference continued its tradition of affording young professionals in African public services a platform to meet and interact with senior practitioners and academics and thereby enhancing their professional development through inter-generational knowledge transfer and discussions among themselves on issues affecting young people in African public services. The young professionals reported that they had found the 33rd Roundtable Conference educative and proposed to the AAPAM leadership, among other things, measures for sustaining the recently formed AAPAM Young Professional Network (AAPMYPN), the recommendations included:-

- i) Institutionalization of the AAPMYPN by establishing its governance mechanisms
- ii) Encouraging member countries to sponsor more young professionals to the AAPAM Roundtable conferences
- iii) Strengthening online networking among the Young Professional across the continent and
- iv) Special provisions to be made for training Young Professionals

Roundtable Objectives

The overall objective of the 33rd Roundtable was to direct efforts at mobilizing knowledge and garnering experiences on ways to ensure that decentralization works for citizen empowerment and service delivery improvement. The

conference was, therefore, expected to identify and recommend a workable formula to building the nexus between decentralization and citizen engagement to achieve good governance and realizing service delivery improvement. In order to achieve the stated objectives, the conference participants discussed various aspects including:-

- a) Key conceptual and theoretical issues pertaining to decentralization and sustainable development in particular; citizens' participation, empowerment, service delivery, local good governance, financial decentralization, central-local relationships, and human resources.
- b) Identification and evaluation of the efficacy of the current decentralization approaches in Africa with regard to the twin objectives of establishing effective local good governance and sustainable development.
- c) Sharing and exchanging information and experiences regarding the decentralization processes taking place across the continent and other regions of the world.
- d) Recommending appropriate means and policy options to make decentralization work for citizens especially the poor through governance and service delivery improvement.
- e) Identification of key constraints to implementing effective decentralization and de-concentration programs in Africa as well as emerging good practices in tackling the constraints.

Roundtable Sub-themes

To realize and meet the conference objectives and achieve the expected outcomes, a number of broad sub-themes were discussed in plenary sessions as follows:-

- a) Decentralization and citizens' engagement: Theoretical and conceptual perspectives.
- b) Policy and legal frameworks for efficacious and effective decentralization.
- c) Decentralization in Africa: Assessing the record since independence.
- d) Decentralization: Citizens' participation and empowerment.
- e) Decentralized governance and fiscal issues.
- f) Managing human resource in a decentralized context.
- g) Linking decentralization to local good governance, service delivery, and poverty reduction.
- h) Remaining questions and future directions.
- i) Country case studies.

Expected Outcomes

It was expected that participants of the 33rd Roundtable Conference would;-

- a) Gain a thorough understanding of the decentralization approaches employed in Africa and the manner in which they impact citizen's lives.
- b) Acquire in-depth knowledge and appropriate strategies to improve citizens' engagement in governance and Public Service delivery.
- c) Develop a Roundtable conference report incorporating the findings and recommendations on the appropriate and sustainable interventions of engaging citizens in governance and development through decentralization.

CHAPTER TWO

Opening Ceremony

The Conference was officially opened by Right Hon. Henry Chimunthu Banda; the Speaker of the Malawian Parliament, who delivered the written speech on behalf of His Excellency the late President Professor Ngwazi Bingu Wa Mutharika. Mr. Bright Msaka, the Chief Secretary to Government of Malawi, welcomed delegates to Malawi, assuring them that the National Organizing Committee had worked hard to ensure their stay in Malawi was comfortable and memorable. He added that the 33rd AAPAM Roundtable Conference would provide an independent open environment for networking, sharing information, exchange experiences and discuss strategies aimed at strengthening capacities of Public Service in order to improve service delivery especially, to poor communities.

Mr. Joe Issachar, the AAPAM Deputy President, welcomed the Guest of Honour, Hon. Henry Chimunthu Banda, Speaker of the Malawian National Assembly to the Opening Ceremony of the 33rd AAPAM Roundtable Conference. Mr. Issachar said that the presence of the Hon. Speaker emphasized the importance that the Government of Malawi attaches to issues concerning Africa's Public Service delivery. Mr. Issachar expressed AAPAM's sincere appreciation and gratitude to the Government of Malawi for accepting to host the conference. He noted that it was not the first time the Government of Malawi had supported AAPAM in hosting its conferences. The Deputy President noted that in addition to hosting conferences, the Government of Malawi continues to pay a substantial amount of annual subvention to support and sustain AAPAM activities.

Mr. Issachar noted with appreciation that amongst the delegates was a tremendous breadth, depth, experience and expertise in a wide range of fields. He thanked all present for their willingness to provide insight on the conference theme and sub-themes. On behalf of the Executive Committee, Mr. Issachar acknowledged the unwavering support that AAPAM has and continuous to receive from various organizations and institutions in organizing the conference. He conveyed special gratitude to Mr. Isaac Bondo, - the acting Principal Secretary for Public Service Management, the Government of Malawi and the National Organizing Committee for putting in place such wonderful arrangements for delegates attending the conference.



United Nations Department of Economic and Social Affairs (UNDESA)

In his message, Dr. John-Mary Kauzya of UNDESA expressed gratitude for the opportunity to join experts to discuss how Public Service in Africa can attract and retain the best talent to serve people. He revealed that the Human Resource Managers' Network (APS-HRMnet) had mobilized experts to spearhead the discussion. He emphasized that no service delivery can be improved without the efforts and commitment of men and women including leadership in the Public Service. He added that as a child of AAPAM the APS-HRMnet had continued to grow and champion the issue of Human Resource Management in Africa's Public Service. He undertook that UNDESA would continue to work with AAPAM, APS-HRMnet and other partners to ensure that the network grows and fulfills the objectives for which it was set up.

Commonwealth Secretariat

In her solidarity message delivered for the Commonwealth Secretariat, Ms. Janet Kathyola, conveyed greetings from the Secretary General of the Commonwealth and thanked the Government of Malawi for hosting the 33rd AAPAM Roundtable Conference. She acknowledged with appreciation AAPAM's efforts in making it an ever successful annual event. She added that the Commonwealth Secretariat is committed to the partnership with AAPAM since development is one of its core areas of work. She further commended the conference theme noting that it comes at a time when there is ample evidence that most African countries will not achieve the Millennium Development Goals by 2015. She reflected with concern that African countries have been implementing decentralization for over half a century yet there are still a number of bottlenecks that need to be surmounted for the initiative to fully achieve its intended objectives. She noted that decentralization is an area of interest to the Commonwealth Secretariat because it promotes democracy which is one of its fundamental values.

Ms. Kathyola indicated that the Commonwealth Secretariat sponsors the AAPAM Innovative Management Award, as a way of recognizing innovative initiatives that improve Public Administration systems, processes and service delivery mechanisms. She further indicated that the Commonwealth Secretariat has also been supporting young professionals to participate in AAPAM round table conferences since 2006. To date, she said, the Secretariat has supported close to 90 Young Professionals. She explained that the Secretariat

supports this project in order to enable Young Professionals to learn from the experiences and wisdom of those who have been in the public sector for a long time. She concluded by announcing an initiative called “The Africa Village On-line” which is a portal for sharing of knowledge and resources among communities of practice in the Public Service in Commonwealth countries in Africa. The initiative, she explained, is currently being piloted at Management Development Institutes after which, will be rolled out to other communities of practice in the public service.

Institute of Public Administration of Canada (IPAC)

IPAC Chief Executive Officer, Dr. Robert Taylor thanked AAPAM and the Government of Malawi for making the conference possible and applauded the long continuing strategic partnership between AAPAM and IPAC. He noted that the two organizations have complementary missions, a membership-base composed of academics and public servants from all orders of government, and a secretariat that works with and represents several supporting chapters. Furthermore, both organizations celebrate successful public sector expertise through awards of excellence, development and dissemination of cutting-edge research and publications, holding workshops, conferences and other learning programs focused on public sector innovation.

Dr. Taylor informed the conference that IPAC’s cooperation with AAPAM, which spans a period of close to three decades, had involved both organizations inviting either to each other’s events, undertaking common activities and IPAC extending technical and financial support to AAPAM using grants made available by the Canadian International Development Agency (CIDA). IPAC treasures the relationship and has every intention of nurturing it, according to the director. He concluded by inviting delegates to stay connected through IPAC’s new social media tool known as ‘Public Service Without Borders’. He explained that this was a secure online forum where delegates could continue conversations they had delved into at conferences and at the same time share expertise with those who were not able to attend. He also encouraged delegates to visit www.ipac.ca to find the link to this exciting and free collaboration tool.

United Nations Capacity Development Fund (UNCDF)

Prof. Kadmiel Wekwete delivered UNCDF message on behalf of the Executive Secretary. He thanked AAPAM for inviting UNCDF to the conference that addressed a topic of significant importance to his organization's work in supporting local development finance in the Least Developed Countries (LDCs). He noted that the conference theme resonates well with the worldwide quest of many countries to achieve the MDGs, and with the provision of basic Public Services emerging as a key challenge which needs priority attention. He added that the AAPAM theme addressed the importance of citizen engagement through decentralization, which has itself been a major policy drive in the last decade as countries sought to deepen democracy and promote good governance.

Prof. Wekwete assured the conference that UNCDF stands fully behind the theme since his organization promoted its supportive mandate to LDCs through microfinance and local development programs, thus stimulating both the public and private sectors and improving their partnerships. He concluded by thanking AAPAM and the Government of Malawi for hosting the conference and assured delegates that UNCDF is was ready and willing to continue to engage and participate in AAPAM meetings and to bring to the table lessons and experience that they had generated in supporting decentralized local development.

Opening Speech

In the welcoming speech read by the Right Hon. Henry Chimunthu Banda; Speaker of the Malawi National Assembly, the late President Prof. Ngwazi Bingu Wa Mutharika had noted that for some time now, global consensus had emerged that citizen engagement enhances effectiveness in public service delivery. He stated that countries around the globe have adopted economic and governance reform strategies to ensure that citizens play a key role in deciding matters that affect their lives. He added that in recognition of potential benefits of decentralized governance many governments adopted programmes that promote poverty reduction, good governance and improved service delivery through citizens' engagement.

The Speaker assured delegates that in Malawi decentralization has been prioritized as a mechanism for improving rural livelihoods in the Malawi Growth and Development Strategy. The Speaker further observed that apart from

giving people the ability to effectively plan and prioritize implementation of activities and democratically elect their local representatives, decentralization offered a better mechanism for reducing bureaucracy; ensuring quality, timely and equitable provision of services; and enhancing transparency and accountability.

The Speaker did however acknowledge that the gains of citizen engagement in promoting poverty reduction, good governance and service delivery are yet to be realized to its expected levels. The Speaker urged delegates to use knowledge gained during the conference to develop appropriate strategies to enhance citizen engagement in governance and public service delivery. In conclusion, the Speaker invited delegates to take time off from the busy conference schedule and explore some of the natural and cultural resource heritage that Malawi has to offer. He assured delegates of the warm and hospitable nature of the people of Malawi.



CHAPTER THREE

Challenges of Effective Decentralization in Africa

Chair: **Mr. Necton Mhura:** The Deputy Chief Secretary to the Government of Malawi,

Presenter: **Prof. Kwamena Ahwoi:** Ghana Institute of Public Administration and Management

In his opening remarks Prof. Ahwoi noted that local governments in decentralized regions are plagued by numerous challenges including overdependence on Central Government, and cases of embezzlement and also poor calibre staff. Further, local Governments were not attractive to highly skilled people such as accountants and lawyers because people did not believe that they could make a living in especially rural based local Government. He added that there was lack of confidence in Local Governments because they were viewed as undemocratic, autocratic and constituted by authorities that were undemocratic.

Prof. Ahwoi averred that there was a realization that African governments had inadequacies in engaging citizens. This, therefore, necessitates the need for decentralization so that local governments could be operated as partners of central government. Such recognition could become catalysts for efficient management of the development process. He stressed the need for first, full decentralization consistent with principles of subsidiarity. Secondly, democratization must be viewed as the vehicle for national and local development. Due to a range of weaknesses, he said, many governments have or are about to return to centralization. Prof. Ahwoi called for political commitment at the highest level in order for decentralization to work. In conclusion, he suggested that devolution should be adopted as a form of decentralization as opposed to other forms such as delegation, and de-concentration.

Discussions/Recommendations

- i) The elite culture as an impediment to effective decentralization could be dealt with through involvement of the various citizens so that everyone is all aware of the development activities.
- ii) An option also exists for combining within local governments elected and non- elected members of the local councils.
- iii) Ghana was showcased as an example a non-partisan local government

hence there is reduced levels of party politics at this level. This arrangement ensures sustainability of the development agenda even when there is a change of government.

- iv) There is need to develop/find a scientific way of how funds should be disbursed to the local government without disadvantaging some councils. This could be by way of coming up with a Formula for disbursement of resources. The formula should be weighted on various factors such as population as well as some selected development indicators.

Plenary Session 1

Decentralization- Global Perspectives

Session Chair: **Mr. Abdon Agaw Jok Nhial:** Secretary General of the Government of South Sudan

Presenters:

Dr. Robert P. Taylor: IPAC Big lights, Big city - Exploring the growing influence of cities through globalization and decentralization

Ms. Janet Kathyola: The Commonwealth Secretariat Decentralization in Commonwealth Africa

Mr. Stuart Ligomeka: Principal Secretary, Ministry of Local Government, Malawi

Managing Human Resources in the Decentralization context: Experiences from Malawi

Dr. Robert Taylor, IPAC

Dr. Taylor highlighted that urbanization is unavoidable and needs to be prepared for. Cities are centers of many activities including; education, communication, health, trade and commerce. Cities are also hubs of global networking, information and economic development. He indicated that there was a general feeling that services in urban centers should be provided more efficiently over larger concentrated areas. He opined that generally there is need to rethink institutional structure at local, national and international levels in order to contain current changes. He cited the City of Toronto which has been empowered to the extent that it is now a leading economic and social centre in North America. The city is currently passing its own by-laws and is able to regulate activities such as issuance of licenses.



Ms. Janet Kathyola: The Commonwealth Secretariat

Ms. Kathyola's presentation was based on a study that covered five Commonwealth countries, namely: Botswana, Ghana, Tanzania, Mozambique and Angola. The study explored "Why decentralization is a core component to poverty reduction". The study observed that there was oscillation between decentralization and devolution depending on the political system. For instance Botswana was seen to have good governance, clear focus (vision), alignment (politicians, civil society, civil service aligned to its national vision), determination, consistency (politicians continue from where others have left).

The result has been a growth in per capita income of US\$6000 in 2009. Thus, in Botswana, policy guides where decentralization should go and where it should be undertaken. Ghana was cited as having established a clear formula on what resources go to local government and this clarity assists local government in planning and implementation because the resource envelope is known. Ms. Kathyola stressed that decentralization was meant to improve service delivery and, therefore, central government should strive to de-concentrate and devolve functions to local level.

She averred that traditional authorities play a critical role and urged African governments to move away from colonial legacy. Best practice provides for decentralization to be embedded in a country's constitution. She suggested an alignment of decentralization with national visions and a clear articulation of policy choice on decentralization. Provisions for a mandatory transfer of funds to local government are also critical. In conclusion, Ms. Kathyola stressed that decentralization is necessary but that it was important to start with de-concentration and move towards devolution to improve service delivery. Whereas more devolution can build capacity at the local level, over centralization undermines democracy.

Mr. Stuart Ligomeka: Principal Secretary, Ministry of Local Government

Mr. Ligomeka commenced his input by outlining that Malawi's history can be categorized in three eras; before independence (1964), after independence (1964-2000) and during multiparty dispensation (2000 to date). He said that in the year 2000 the office of the District Commissioner (DC) was merged with that of the Clerk of Council. Council employees who were deemed not fit were retired. A functional review of councils was done in 2004 and this led to a new establishment and structure with 7 directorates.

He highlighted key challenges faced including the inadequacy of available information for some employees, especially in the junior cadres. The other challenge was complex processes in placement and transfer of staff from



the Council structure to the DC's structure. He concluded by suggesting that decentralization should be carefully designed and planned in practice. Furthermore careful management of human resources in a decentralized environment is critical for the successful implementation of any decentralization programme.

Discussions and Recommendations

- (i) It was observed that the key indicators for decentralization can provide for the critical factors for the success of LED.
- (ii) Private Public Partnerships were cited as one of the instruments that can be used to achieve LED given that LED is focused on identifying comparative advantages of a specific locality.
- (iii) It was noted that in the Malawian context, the recruitment of staff for local councils was provided for. On the other hand, capacity building programmes for decentralization for local councils is being implemented even though adequate resources are a challenge.
- (iv) Cities should be encouraged to cordially related amongst each other and not engage in negative competition. Formal and informal collaboration will, in the long run, contribute to mutual development of cities.

Plenary Session 2

Decentralization and Citizen Engagement: Theoretical and Conceptual Perspectives.

Session Chair: **Mr. John Mitala:** Head of Public Service, Uganda

Presenters: **Prof. Dele Olowu:** International Institute of Social Studies, Netherlands
The Constitutionalization of Local Government: Impact on Policy, Performance and participation
Dr. Finlay Sama Doh: AAPAM Vice President for Central Africa Decentralization, Citizen Participation and Empowerment
Dr. Ambrose T. Kessy: University of Dar es Salaam Decentralization, Citizens' Engagement: Theoretical and Conceptual Perspectives



Prof. Dele Olowu: International Institute of Social Studies, Netherlands

Prof Olowu commenced his presentation by contending that though the systems of local government have been there since colonial times, most developing countries have not succeeded in constitutionalizing decentralization. He elaborated that local government systems in Africa are largely as a result of the legacy of colonial experience. He explained the distinction between the three main models of decentralization namely; Anglo-Saxon, Continental European and Socialist model. He averred that there are two ways on how to measure the strength of Local Authorities (LA) in determining their level of autonomy.

Prof. Olowu explained the two ways as follows. Firstly, is by looking at the number of employees employed by the Local Authority. He argued if the local authority can directly employ more staff than those employed by the central government on its behalf, then such a Local Authority will have more autonomy. Secondly, the level of expenditure made by the Local Authority, its' ability to make significant amounts of expenditure as compared to central government. He concluded that constitutionalization of decentralization was still an important issue to be tackled if Local Authorities are to be able to stand and make decisions.

Dr. Finlay Sama Doh: AAPAM Vice President for Central Africa

Dr. Doh identified three main types of decentralization models namely; De-concentration, Delegation and Devolution. He explained that the expected outcomes of decentralization include amongst others; deepening democracy through improved accountability, responsiveness as well as improved service delivery through matching services with local preferences. He cited community empowerment as investing in decision making and authority, as well as ensuring communities have access to information. He argued that empowerment contributes to the achievement of set objectives.

Dr. Doh outlined what he considered indicators of an empowered community. These include access to information, participation in forums where issues are discussed and decisions are made. The community must have capacity to organize and express their interests. He contended that the issue of citizen participation is an issue of human rights. He elaborated that it is the right of every person to have a voice and choice of what happens in their community.

Dr. Doh further averred that participation is a means of achieving sustainable improvement in people's lives and that it encourages citizen centered service delivery. He concluded by emphasizing that it is important to consider the issue of citizen participation and community empowerment in great detail as delegates attempt to deal with issues of constitutionalizing and institutionalizing decentralization.

Dr. Ambrose T. Kessy: University of Dar es Salaam

Dr. Kessy reasoned that although the term decentralization and citizens' participation sounded familiar to scholars and policy makers, their meanings, forms and scopes are controversial in the current literature on local governance. He noted that Decentralization has often been regarded as a panacea in every major policy pronouncement. He went on to outline three classic model of citizens' participation namely: Non-participation which includes forms of participation such as manipulation and therapy; Tokenism which comprises of informing, placation and consultation and Citizen Power that comprises partnership, delegated power and citizen control. In explaining the rationale for decentralization, Dr. Kessey explained that decentralization and citizens' participation portray the enduring mutual relationship which exists between the two concepts. Experience, he added, has shown that the process of decentralization first gathers momentum in the initial stages of the process but then eventually, loses speed and support from the central government.

Dr. Kessey contended that a general proposition was that, despite the presence of the institutional framework for citizen participation, some optimal conditions were still lacking for any meaningful citizen participation. In conclusion, he put forward the argument that there are ambiguities in the definitions of these two concepts which result from the ambiguities in the language used to describe decentralization especially in the developing world. He further went on to say that there was a lack of consensus as to what decentralization can achieve and what it cannot achieve. He called for greater conceptual and empirical clarity on the relationship between decentralization and local governance.

Discussions/Recommendations

- (i) National government should create capacity and transfer it to local authorities. It was acknowledged that it was difficult to implement programmes with no capacity in place.
- (ii) Decentralization is supposed to deepen democracy, however, in most African countries, local governments are not protected by the constitution to make decisions on their own and challenge the central government hence the need for more political will to constitutionalize decentralization and transfer constitutional powers to the local government.
- (iii) The constitution can be translated into action only when there is political will, without which the constitution remains a document open for others to agitate for their. Where political will is lacking, cannot work as decentralization is a political issue. Democracy is still born without decentralization. The purpose of decentralization is to create value outside the central government. Where political will is lacking, decentralization will

be on paper.

- (iv) To ensure effective citizen participation, the citizens have to work together and need to know what they want and subsequently channel these needs to the relevant authorities. The central issue is whether African countries have decentralized to an extent where citizens are free to do many things on their own?

Plenary Session 3

Managing the Human Resource in a Decentralized Context

Chair: Ms. Odette Ramsingh: Deputy President of the APS-HRMnet

Presenters: Dr. John-Mary Kauzya: United Nations Department of Economic and Social Development (UNDESA)

Mr. John Lavelle: United Nations Department of Economic and Social Development (UNDESA)

Dr. John-Mary Kauzya: UNDESA

Dr. Kauzya commenced his presentation by explaining that in development people matter in two ways; as contributors to development as well as beneficiaries of the developments. He further proffered that decentralization should be followed up with the allocation of skilled and qualified human resources in the Local Councils. He emphasized that there was a need to come up with mechanisms for retaining the best performing staff in the local councils. He submitted that the best human resources in the local councils should be supported by good systems and structures if decentralization was to be implemented successfully.

Mr. John Lavelle: UNDESA

Mr. Lavelle explained that key constraints to decentralization included among others, limited authority in local councils; inadequate information for citizens to influence service delivery in local councils; weak capacity of local councils; and Poor market test for local councils to efficiently deliver services.

He contended that salient issues needed to be critically looked into to address human resource challenges in local councils including the balance between control and flexibility in local councils. Mechanisms/strategies should be put in place to check differentiation of local councils since this has a big bearing on staff transfers. He recommended that transparency and objectivity in hiring, promotions and other rewards should be greatly enforced in order to keep staff motivated.

Discussions/Recommendations

- (i) There is need to find ways and means to sustain skilled personnel in the decentralized context bearing in mind that in most instances local council staff are seen as being subordinate to central government staff. In some cases central government employees are transferred to local councils as a form of punishment.
- (ii) The key question is whether governments are planning for human resource in decentralization and informing training institutions on the specific requirements.
- (iii) There is need to come up with mechanisms to verify the readiness and commitment of qualified and skill manpower to work in the Local councils.
- (iv) There is need to review packaging of incentives and career development so as to adequately and properly staff local councils.
- (v) Infrastructure development needs to be prioritized for improvement to facilitate local council development e.g. roads, ICT and infrastructure. In response, Civic/Social will need to be considered separate, from political and bureaucratic will. Civic/Social will needs to be addressed because the citizens need to know their responsibilities in the development process and not blame elected leaders for not undertaking some decentralized functions, when in actual fact it is the duty of the citizenry to ensure that such things are done.
- (vi) Local governments need to take human resource as an investment and not as expenditure and to balance individual values and incentives system in order to retain skilled staff.



Plenary Session 4

Development Financing for Service Delivery Improvement in Africa

Chair: **Hon. Pont'so Sekatle**, Minister of Local Government and Chieftainship of the Kingdom of Lesotho

Presenters: **Dr. Kadmiel Wekwete:** United Nations Council for Development Fund (UNCDF) Local Development Financing for Service Delivery Improvement
Prof. Malcolm Wallis: Durban University of Technology Local Economic Development: Theory and Experience

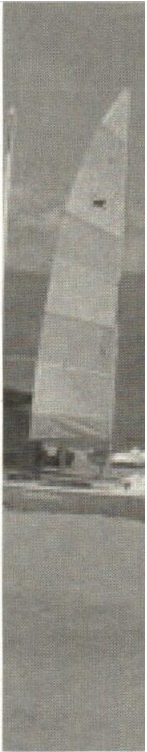
Prof. Malcolm Wallis: Durban University of Technology

Prof. Wallis' paper presented an overview of local development project case study of South Africa in particular and Africa in general. The paper explained that among other things Local Economic Development (LED) meant Local driven, promotion of business and creating jobs in localities, building capacity and involving local authorities and significant other players like central governments and enterprise. Prof. Wallis linked the concept of LED to emerging ideas of decentralization and developmental state. LED is used to make development state meaningful, giving people economic opportunities. Part of LED, Prof. Wallis, explained, was service delivery in its own right. Local government services are generated by local business e.g. many services are delivered not directly by municipality but by private suppliers.

Prof. Wallis pointed out that among the challenges confronting LED was unfunding or underfunding. There is also a danger that LED can exacerbate uneven development. There is need to know how best LED can work in specific cases because it is not generic in all situations. Rural local governance issues need to meet local conditions. LED has to compete with other priorities e.g.: in South Africa, because of hosting the World Cup small businesses were driven out of the streets and did not really benefit from the World Cup. Planning can be problematic in LED i.e. procedures and requirements are not usually environmentally friendly hence planning can hinder LED.

Dr. Kadmiel Wekwete: UNCDF

Dr. Wekwete submitted that there were some processes by which local development relate to decentralization. These processes help in citizen engagement in the whole process of local development by transferring of



powers to the local communities. Local Development Processes include: need for bottom up participatory planning and improving of local governance. There is also need to consolidate decentralization policies and mainstream with sectorial policies e.g. education, health, gender, etc. Other necessary interventions include participatory and gender planning as well as improving transparency and accountability. In addition to all these measures, managing and growing local development fund is the key to successful local government.

Financing local development means to channel and direct resources towards achievement of local development processes and outcomes. This involves creating mechanisms for mobilizing and managing resources as well as creating mechanisms for mobilizing, managing and investing financial resources. Stressing that local resource mobilization is the centre of decentralization; Dr. Wakwete explained the various modalities through which such financing can be achieved.

Discussions/Recommendations

- i) It was noted that local people normally express concern and dissatisfaction at the manner in which collected taxes are used by the central government. Often-times taxes are not properly channeled to development projects and there is no value for money. This glaring lack of accountability is usually connected to dearth of ethics and integrity not withstanding proper monitoring and audit systems.
- ii) There is a theoretical relationship between what is down on practice and the theory. For instance where full local participation is lacking local people may also pay the taxes but they may not really benefit from the revenue (revenue may go into generating electricity while there is no such utility in the villages and so no direct benefit.
- iii) There is a need to make a determination of whether there is use of a framework for local government financing and to do this/ who should be in the driving seat?
- iv) Further research needs to be conducted on how local governments can really ensure that the locals fully participate in the decision and distribution of tax revenues. Lesson from Local Development Fund (LDF) is that the collected revenues are given back to the local communities/ authorities through grants. This framework fosters transparency and accountability. There is however a need to let the people know how much their authority has for the development to facilitate proper planning based on available resources. This type of transparency can help manage ethics and corruption.
- v) The begging question of how to get citizens to be part of engagement from

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- a donor perspective is not enough to leave to a pilot or a project.
- vi) Delegates recommended the creation of a local government financing secretariat to act as the custodian of finances for local governments. There is latitude to engage local institutions management to create this framework to be custodians of this government. Local institutes should be the ones pushing the agenda

Plenary Session 5

Decentralization Country Case Studies

Session Chair: **Hon. Vice Prime Minister:** Minister of Internal Security, Decentralization and Territorial Development, DRC

Presenters:

Prof. Margaret Mwanjani Ganje Sikwete, PHD (Malawi), Interrogating Citizen's Empowerment through Decentralization (Malawi)

Prof. Kwamena Ahwoi: Ghana Institute of Public Administration and Management (GIMPA): Ghana's Experience with Decentralization and Citizen Engagement Since 1982

Mr. Samuel Macharia: Kenya Institute Administration: Managing the Civil Service in Local Government's Challenges and Policy Issues (Kenya)

Mr. Lazarus Nabaho: Uganda Management Institute: Strengthening Citizen Engagement through Decentralization to Enhance Public Service Delivery in Africa (Uganda).

Prof. Margaret Mwanjani Ganje Sikwete

Dr. Sikwete's paper raised the question on whether decentralization of forestry resources has led to empowerment of local people in Malawi. The paper looked mainly at power relations, where the focus of power resides and whether there was control or disempowerment. The analysis showed that there was stiff resistance to adequate resources being allocated to the decentralized structure. She noted that financial resources were limited to support the decentralized process and community based forestry management involved various actors playing various roles at different levels.

The paper concluded that the role of the community in the forestry sub-sector was not very clear in the decentralized regimes. The paper surmised that decentralization was not an automatic occurrence at local level. The process

required better understanding of what power was and what the decentralized structure entailed. She surmised that if not well conceptualized, decentralization could create barriers to empowerment.

Prof. Kwamena Ahwoi: GIMPA


Prof. Ahwoi's paper highlighted the need for literacy; poverty-free and state sponsored local elections as well as for formal engagement mechanism. He noted that there was a need for mandatory Council of Electorate with full authority to exercise a vote of no confidence and be able to revoke the elected representatives. It is also important to have unity committees at local level that can bring government to the door steps by engaging citizens in public hearing when preparing development plans. Informal power and influence should also be taken into account by engaging chiefs, CSOs, CBOs, NGOs and traditional leaders. In Ghana, 30% of the local council seats are appointed by the Council of Electorate. A National Commission for Civic Education should be instituted to civic educates the citizens in local audits of local authority performance.

Prof. Ahwoi identified weaknesses in the local councils; these include non-financing of engagement mechanisms, cumbersome procedures for revocation of mandate and futility of the no confidence vote. In conclusion there is need for a central government that is supply-driven and a local government that is demand-driven for a successful decentralization programme. Promoting citizen participation on the basis of non-partisanship is always a difficult framework for citizen engagement. He rated Ghana's score sheet for citizen engagement at 55 per cent.

Mr. Samuel Macharia: Kenya Institute Administration

Mr. Macharia looked at civil service as the public face of the government and asked the question, "Should local government service providers be hired by local authority or central government?" The paper highlighted the challenges relating to local hiring which include; breach of the merit principle, whereby people hire their sons and daughters, patronized appointments and appointments based on technical know-who rather than technical know-how. There was also the practice of commercialization of appointments where jobs are offered on the counter where to people who can buy-off jobs with some paying in advance the equivalent of 3 months' salary.

Mr. Macharia lamented that such narrow interests of patronage groups negatively affects performance. He also cited instances where districts were created along ethnical tribal lines where people started thinking about their tribe first instead of localized challenges. Other major areas of concerns



include; the inability to attract adequate qualified human resources due to lack of autonomy on pay and also, limited career opportunities, the locations of some districts were also seen to affect personnel. The paper recommended the need to fix pay in order to attract highly trained personnel to the local government. Central governments should emphasize and insist on merit-based appointments. Appointments should be based on longer terms e.g. 7 to 10 years as opposed to shorter term contracts to ensure continuity. There is also a need to abolish commercial recruitment agencies.

Mr. Lazarus Nabaho: Uganda Management Institute

Mr. Navaho's paper centered around four areas in which decentralization is being pursued in Uganda. The Constituency Development Fund (CDF) is the most celebrated decentralized effort by the Ugandan government. The CDF is seen as being effective. The draft Constitution spells out that 15 per cent of national resources should go to local government.

Some of the successes include bringing active community participation, cutting complex bureaucratic procedures, being more creative, innovative and responsive to the needs of the people. Other benefits include; bringing incremental political stability and national unity, popular progress at the local level and most importantly marked improvement in service delivery efficiency.

The paper highlighted some of the challenges key among which were; weak administrative capacity, poor coordination and devolved corruption. Lessons learned have mainly demonstrated that principles of good governance are vital in democratization. The paper concluded by calling for trained and highly developed personnel complemented by a clear political will and commitment as well as the inclusion of decentralization in the draft constitution, this will insulate the decentralization process from political interference.

Recommendations and Conclusions

- i) The practicality of a person being non-partisan was questioned on the basis that the initial step to enter the electoral process is on a partisan basis. At the same time the dilemma of dealing with issues of mentoring for political succession when one must act in a non-partisan manner was raised. Even so, how does one account to his/her party if not in a non-partisan manner?
- ii) It was noted that in Ghana, provision for decentralization had been entrenched in the constitution to ensure that it was a politically neutral issue that was insulated from tumultuous changes in government. As such, the accountability on this issue was not to the party but to the people.

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- iii) The question was raised on whether the abuse of the recruitment process was associated with decentralization or whether it was a general malady of abuse of power. It was however argued that the phenomenon of unskilled staff establishment at local level leads to a lack of understanding of policy and processes of recruitment guidelines issued by central government resulting in non-compliance. It was largely acknowledged that local authority had brought decentralization but not good governance.
 - iv) It was contended that the Kenyan constitution had not yet been implemented hence it was not possible to assess the extent to which it had diminished de-concentration and strengthened devolution. What was clear though was that decentralization, as a process, had been enshrined in the constitution. A point was made that in the Kenyan case, there was an independent board that looks at issues of funding allocation and monitoring with regard to the utilization of the CDF. There was also citizen empowerment to provide an oversight on the use of the funds. It was revealed that in some cases, the CDF is as good as crocodiles that had to be tamed because some MPs can individualize its usage.
 - v) It was noted that the role of DCs and Chiefs/Kings in a de-concentrated/devolved regime was sometimes not very clear.
 - vi) It was recommended that possibilities needed to be explored to identify appropriate titles for people who provide technical services at local level.
 - vii) It was also recommended that efforts needed to be made to enhance the credibility of local authorities and improve coordination.
 - viii) A caution was sounded that entrenching decentralization in the constitution was not guaranteed to improved service delivery in decentralized areas. There is evidence that in some cases service delivery was in fact deteriorating to lower levels than ever.
 - ix) One other issue was how to link the concept of poverty with peoples' participation. It is important to also decipher whether poverty drives decentralization or there is some other motivation for decentralization.
 - x) The point was made that since decentralization had been shown to improve service delivery in education, health and enhancing other freedoms, it was highly linked to poverty reduction. An inquiry was raised on why inputs had focused on de-concentration and devolution as standalone concepts, yet there is was also partial de-concentration and devolution, and what about hybrid decentralization? It was explained that whether there was decentralization, de-concentration or devolution, the ultimate goal was devolution.
 - xi) Participants were cautioned to be very clear when talking about de-concentration and devolution. There seemed to be a sense of imbalance on the two terms in as far as African decentralization process was concerned
 - xii) It was recommended that Africa should pursue more de-concentration

of its administration from central government to field level. More de-concentration devolution which also include building political and fiscal capacity.

CONCURRENT SESSIONS

Concurrent Session 1: Local Development Financing for Service Delivery Improvement in Africa

Presenters (UNCDF):

1. Dr. Vincent Hungwe
2. Dr. Mensah-Abrampa
3. Ms. Christel Avergne
4. Ms. Ziria Ndifuna
5. Ms. Wezi Mjojo
6. Mr. Djoume Sylla
7. Dr.Kadmiel Wekwete

The Ethiopian Case Study

Hon. H.E Dakrimania: Minister of Federal Affairs, Ethiopia

Minister Dakrimania expressed the view that local development could not be guaranteed without active citizen engagement and involvement. He noted the need to focus resource mobilization efforts at both financial and non-financial sources and further indicated that local development financing should reciprocate to the individual level. In Ethiopia citizens were organizing themselves at micro level in various sectors (i.e. Environmental protection, soil conservation). The Minister revealed that citizens had managed to contribute \$350 million for the construction of the Ethiopian Renaissance Dam. He emphasized that there was need to enhance mechanisms for individual contributions both at local and national levels in cash or in kind.

Dr. Vincent Hungwe, UNCDF

Dr. Hungwe clarified that decentralization and Local Economic Development (LED) are not synonymous; the general consensus was that a decentralized environment had greater potential to accelerate the success of LED. He explained that LED is a process by which of administration to local government level will set preconditions for public private partnerships and NGO sector actors work collectively towards improving competitiveness and employment prospects in a defined territory. This partnership is aimed at achieving sustainable development.

The LED approach has other central and local elements. Dr. Hungwe explained

that decentralization was a process that entailed transfer of administration, fiscal and political authority from Central Government to Local Government to plan and manage devolved sectors for the local economy. This intervention, he cautioned, calls for institutional re-alignment of functions. He pointed out that there were various tools that are used in a decentralized LED as stipulated by the United Nations Capacity Development Fund framework.

Dr. Mensah-Abrampa, UNCDF

Dr. Mensah-Abrampa reported that the UNCDF has been working with a number of African countries in all the five regions on resource mobilization initiatives at local levels. He noted that the main sources of funds at local council level were; local sources, central government transfers, development partners and Non-Governmental Organizations (NGO).The UNCDF has been developing models to help in effective transfers of funds to local councils. This intervention includes, strengthening local councils, mobilizing private sector contributions as well as Development partners and tapping into NGOs contributions. Dr. Mensah-Abrampa submitted that effective planning should be the first step and it entails commencing with what the local councils already had, and then engaging the local council to determine its needs. He observed that the Sector Wide Approaches (SWAPs) have had been contributing to national development at large.

He however noted that SWAPs were on the other hand countervailing forces against the decentralization process since the SWAPs promotes centralized financing. He further observed that there was need to promote the private sector to operate in local economies and undertake some local council functions to improve quality and efficiency. Presenting the Malawian experience, Ms. Wezi Mjojo contended that planning, budgeting and funds utilization were the first steps to be considered in the local development financing.The Secretariat (National Local Government Finance Committee) receives and reviews plans and budgets from local councils, which are later approved by a Steering Committee. The Secretariat then transfers the funds to respective local councils through intergovernmental transfers. She further indicated that earmarked funds and open menu funds had so far been transferred to the communities. Another notable funds transfer has had been done from the Urban Window.

She reported that one of the major successes was the construction of 1000 teacher houses through community leadership. Some of the challenges encountered, she reported, included the fact that funds were conditional and earmarked leading to inflexibility in utilization. In addition inter-governmental transfers were drawn from Central Government to Local Government and no

intra-local Councils transfers had been undertaken.

Ms. Ziria Ndifuna: UNCDF

Ms. Ziria Ndifuna shared the Ugandan experience. She reported that through the decentralization policy adopted in 1995, other programmes had been implemented using the framework provided for by the policy. She revealed that through the implementation of the LDF, funds transfers to local councils had increased from 31bn to 1667bn Ugandan Shillings even though over time, the percentage of local council transfers to the total national budget had decreased from 36 per cent to 17 per cent. Furthermore, she explained that 11.6 per cent were unconditional grants, 88 per cent were conditional grants whilst 0.4 per cent were equalization grants. She noted that the increased funding to local councils had broadly improved service delivery. Ms. Ndifuna did however highlight some of challenges experienced namely that the transfer of mandates to local councils had not been followed up by the necessary financial support as evidenced by the 17 per cent budget share for local councils. Another challenge was the issue of local council approved sector budgets being disapproved by parent sector ministries which adversely affect local council priorities.

Dr. Kadmiel Wekwete: UNCDF

Dr. Wekwete argued for the need to maintain the framework of five resource categories namely: Own resource, Intergovernmental, Private Sector, Development Partners and Non-Governmental Organizations. He observed that most local councils were not sufficiently performing due to inadequate information sharing with the communities. In addition most local council resources were earmarked, hence the need for local councils to re-think their resource mobilization through other mechanisms such as local taxation. Prof. Wekwete further argued for engagement with the private sector in various sectors of the local economy and the need to enter into agreements as to what would be the percentage given to local council on the revenue generated by usage of raw materials. Furthermore, private sector operations should also be linked to conditions such as provision of other social amenities like schools and jobs for the youth. He stressed that there was need to critically assess the roles of various players in the local development process with a view to enhance positive collaboration.

Discussion and Recommendations

- i) The need for urgent results is a reality; however without proper systems success cannot be guaranteed. This means it will take time for positive results to come through.

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- ii) Systems are very important before transfer of funds as the absence or inadequate systems would likely lead to misappropriation of resources.
 - iii) Constitutionalisation of transfers is also important hence the need to involve all concerned players in the processes of determining percentages and conditions for transfers. Central Governments should have the responsibility of ensuring that resource allocation is done based on what is to be done at various levels.
 - iv) If implementation at local council entails the need for a big share of the national budget then the local councils should be funded accordingly. It was noted that in some instances expenditure is incurred by the central government on behalf of local councils. If local councils are to pursue a business agenda with the aim of maximizing revenue then this should only be done after a comprehensive comparative analysis to ensure value addition.
 - v) The case of Ugandan local councils experiencing a drastic drop in royalty generated revenue was due to some unfavorable laws of taxation where by low yielding tax regimes are left in the hands of the local councils whilst high yielding tax regimes are handled by the central government. Delegates therefore recommended a review of the taxation legal framework.
 - vi) Political interference has also encouraged people not to pay tax more especially during election periods. For Malawi the current situation is that 5 per cent of the national budget is allocated to local councils even though service delivery resides with the councils. The LDF was lauded as best practice given that its implementation has resulted in improved audit reports on the management of resources by local councils.
 - vii) There is need to re-think the fiscal decentralization architecture in line with autonomy of local councils as well as have it well defined in the constitution. It was however recommended that resources should generally follow the functions being undertaken by an entity. Capacity can only be built if those to be capacitated are involved hence the need for local councils to always consider and budget for capacity building every financial year.

Concurrent Session 2: Policy and Legal Frameworks for Efficacious Decentralization

Presenters:

Prof. P. S Reddy: University of KwaZulu-Natal:
“Democratic Decentralization, Citizen Engagement and Service Delivery in South Africa: A critique of Legislation and Policy Considerations”

Assoc. Prof. Yasin Olum (PhD): Makerere University
“Decentralization and Citizen Engagement: Theoretical and Conceptual perspectives “

Dr. Mataywa Busieka: Ministry of Public Service and



Administration—South Africa “The African Peer Review Mechanism: A Veritable Tool for Citizen Engagement Accountability in Decentralized Systems”

Mr. George Abel Mhango: Mzuzu University, Malawi. “Contesting the Political Space of Decentralization Development Planning in Rural Malawi: Insights from Project Selection in Mulanje and Mwanza Districts”

Ms. Nadia Irma Videhoun Dohou: Town Council of Por to- Novo, Benin Characteristics and Principals of Decentralization in Benin.

Prof. P. S Reddy: University of Kwa Zulu-Natal

Prof. Reddy opined that integrated Development Planning systems have been developed by local councils without referencing to national plans and yet these were improved over the years. He explained that Ward Committees at local councils were advising bodies set up at each ward. The councilor is the head of ward committees and reports to the district council. The ward committee determines the priority areas and brings the proposal to the councils.

He lamented on the reality of poor quality of outputs, as most members were not qualified, in terms of education levels. He noted that resources were not made readily available to implement projects nor for the committee to meet regularly as they need allowances. Prof. Reddy reflected that the ward committee creates opportunities for community participation despite the many challenges they face. Councils also have partnerships with various organizations to improve service delivery.

He stressed the need for the Municipal service partnerships to ensure value for money. There is as well need for subsidiarity; meaning that the council should delegate to local level. He revealed that South Africa had introduced best practices to local government model, which place emphasis on citizen engagement. In South Africa the political will was there and there has been tremendous progress in implementing what was put on paper. The political will was also manifested when South Africa ably hosted a successful world cup mainly staged at various local councils.

Assoc. Prof. Yasin Olum (PhD): Makerere University

Prof. Alum contended that there are as many definition of decentralization as there are many people who are defining the term. He underscored the importance of a symbiotic relationship between decentralization and citizen engagement. This type of relationship, he explained, enables citizen to respond better to local needs and monitor public spending. Decentralization enhances citizen engagement by placing more power and resources at local level. One of

the obvious benefits of this symbiotic relationship is that it leads to creation of regular and predictable opportunities for the state. He however cautioned that the symbiosis can produce contradictions to policy guidelines. Prof. Alum urged that decentralization should be able to lead to development of local council.

He clarified that citizen engagement is not the same as citizen involvement or participation. In engagement, he explained, the citizen should be part of production process as this includes all measures. Engagement and empowerment are intertwined, he added, that if citizen are engaged they get empowered. He conveyed the view that, if it has to be successful, decentralization should institutionalize citizen engagement within the local government system. He concluded that citizen engagement was essential for successful implementation of decentralization since Citizenship is the cornerstone of a democratic system and of democratic institutions.

Dr. Mataywa Busieka: Ministry of Public Service and Administration – South Africa

Dr. Busieka conveyed the view that central to decentralization and the whole concept of citizen engagement was the quest to realize good governance. He opined that the tenets of the APRM guidelines place citizen participation at the centre of decentralization processes. The drive towards good governance, he contended, was what defines the entire edifice of the African Peer Review Mechanism (APRM). One fundamental plank for the APRM processes is the facilitation of dialogue in society. He postulated further that social dialogue has proven to be a successful investment in the progressive building of trust relationships between agents of the public and the governed. Dr. Busieka identified decentralization as one of the key indicators in the peer review measures on democracy and good governance. He then elaborated on the centrality of the concepts of participation, inclusivity and consultation in the review process and how this impacts on the integrity of the Country Assessment Reports. He went ahead to demonstrate how participating countries have leveraged the peer review's core theme of citizen engagement to inject new energies and enhance accountability in decentralized regions.

He examined linkages between active citizen engagement within the rubric of the peer review framework and the attendant pressure that was brought to bear on a participating country to enhance accountability measures in decentralized structures. He concluded by highlighting Peer review constraints and best practices, these being useful outputs for cross-pollination of ideas on decentralization and citizen engagement.





Mr. George Abel Mhango: Mzuzu University, Malawi

Mr. Mhango reported that Malawi had been implementing local governance reforms since the colonial era. He however noted that earnest efforts towards a more democratic decentralization process began in 1995, where the ensuing reforms seemingly created spaces for local people to engage directly with institutions and processes through which development was realized. He revealed that there exists a symbiotic relationship between decentralized development planning and participation.

Mr. Mhango pointed out that on the one hand, successful decentralized development and planning requires some degree of local participation to ensure the responsiveness of local government to local needs. He further added that his paper had benefited from a study that was conducted in Mulanje and Mwanza districts of Malawi between August and November, 2009. He added that in Malawi communities were able to participate through the local level institution that exists at local level. These are Area Development Committee and Village Development Committees.

Ms. Nadia Irma Videhoun Dohou: Town Council of Porto- Novo, Benin

Ms. Dohou reported that decentralization in Benin came after the Municipal Elections which were held in December, 2002 and January 2003. It emanated from the reflection and choices of the people on the need for decentralization. She revealed that research findings showed that there were generally high levels of illiteracy among women in Benin. As such, the majority of women in Benin were excluded from decision making processes and in most development planning activities. Representation of women in elected local councils was also very minimal. Ms. Dohou highlighted the need to lobby for inclusion of competent women in the different domains of society including communal councils and other levels of leadership. The other need was for fiscal and financial autonomy where the communal councils should have the powers to collect revenues.

Discussions and Recommendation

- i) The main contradiction a decentralized regime is that people are required to serve but there are no structures or systems in the committees. It is asking for too much, to expect people to use their money to attend ward committee meetings. Since the spirit of volunteerism has greatly diminished people will fail to attend such meetings.
- ii) There is need for pro-active participation, if decentralization has to work. Opposition politics also play a role in impeding the growth of decentralization.



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- iii) In South Africa tax or revenue is collected by central government, but it is shared to district council. Local government also collects property rates and licenses. As to who creates the political will, this comes about through a conviction embedded in a value system that calls for one to put the greater national interest above petty parochial craving.
 - iv) There is a danger that decentralization could lead to civilian societies wanting to run with power thereby, abusing it. This arises from the fact that people have missed out for a long time, as power and resources have been at the centre hence the need for critical consciences.
 - v) It was acknowledged that citizens are not homogenous, and hence the need to differentiate them, know them, understand their wants and dislikes. It is clear that there are more opportunities for decentralization than there are challenges.
 - vi) It was noted that the existential edifice of the APRM is based citizen engagement. The Peer Review Process derives its mandate and legitimacy from the prism of inclusivity, consultation and participation. On the basis of this construct, it is arguable that Peer review can be seen as a useful framework for deepening citizen engagement in decentralized regions.
 - vii) There is an urgent need to clarify the roles of local councilors and traditional leaders, was ventilated through the various country Peer review reports. The dilemma of whether people are simply participating without engaging issues was revisited. Effort should be made to empower people if it is expected of them to make meaningful contributions to issues affecting their locality.

Concurrent Session 3: Good Governance, Service Delivery and Citizen Engagement

Presenters:

Dr. Asiyat Chiweza, University of Malawi Making Sense of Citizen Engagement: Interrogating the Opportunity Structures and Positioning of Citizens in Decentralization Discourses in Malawi

Mr. Joseph O Dada: Administrative Staff College of Nigeria (ASCON) Decentralization, De-concentration and Devolution: A Concept Review

Dr. Anthony Kapa: National University of Lesotho Paper title: the Chieftainship - Local Council's Relationship and Service Delivery in Lesotho: A Case



Study Of Four Community Councils by Introduction
Dr. Florence Kithinji: Kenya School of Government Citizen Empowerment Program for Sustaining Decentralized Governance and Improving Service Delivery: Lessons Learnt and Future Directions.

Dr. Ousmane Ly: National Agency of Telehealth and Medical Informatics, Ministry of Health: Mali Mobile Technologies and Health Service Delivery Decentralization, a Case Study of Mali.

Mr. Fritz Essambi Effiom: AAPAM Young Professional, University of Birmingham, the Corporate Responsibility of Decentralized Territorial Collectives to Enhance Citizen Participation, Reduce Poverty and Foster Development in Sub-Saharan Africa.

Dr. Asiyat Chiweza, University of Malawi

Dr. Chiweza argued that within the spaces created by the state, there existed spaces created by NSA such as the civil society, CBO and religious groups. She noted that these NSA have expanded the sphere of public participation and engagement in various activities affecting the citizen's lives. She pointed out that the key challenge of using NSA is that of accountability. The NSAs are for the most part not accountable to local councils and even to the citizen themselves and therefore it is difficult to measure the impact of their engagement with citizen.

Dr. Chiweza reported that the Malawi government is implementing the Malawi Public Service Charter Programme in order to effectively empower the citizens. She indicated that the service charters were a way of creating space for citizen participation and engagement. She however argued that the challenge with service charters was on how to move from implementing the service charter as a document, to creating conditions where the service charters are used by the communities. She recommended that conditions should be created where communities would be able to use service charters and that mechanisms should be made available for citizen to offer feedback to local and central government. She cautioned that strengthening citizen participation does not only require policies, but the nature of spaces provided within the state to engage the citizenry

Mr. Joseph O. Dada: Administrative Staff College of Nigeria (ASCON)

Mr. Dada commenced by defining de-concentration, devolution and delegation and other concepts related to decentralization. Citing Diana Conyers (2000:9), he explained that most decentralization efforts have both explicit and implicit objectives. Those objectives were likely to appeal to the general public, such as local empowerment and administrative efficiency, were generally explicitly

stated, while less popular ones, such as increasing central control and "passing the buck", was unlikely to be voiced.

He walked the delegates through the various views from different countries as regards decentralization; Mr. Dada shared his finding that, over the past four decades; many governments throughout the world have made intermittent attempts at decentralization. He averred that the splinters of country specifics have shown little or no gains and that within the purview of regional assessment; one can posit that decentralization initiatives have achieved limited successes.

He reported that it was evident that the design and implementation of decentralization processes was constrained. He outlined what he considered important factors for the successful implementation of decentralization as a process. In conclusion, he said, decentralization was not taking the form necessary to realize the benefits of local governance. He argued that most African governments were not willing to devolve the necessary functions and powers to local governments and therefore, local governments are only shadows. He also highlighted that the majority of central governments in Africa were not taking deliberate efforts to build capacity at local government level thereby crippling their effectiveness.

Dr. Anthony Kapa: National University of Lesotho

Dr. Kapa's paper sought to establish whether the relationship between chiefs and elected local councilors had any effect on public service delivery in the selected local councils. The research was hoisted on the premise that literature undermines the chieftaincy system and its role in the decentralization process in Lesotho and Africa as a whole. Among the findings were that the relationship between chiefs and elected councilors was sour at the start of the decentralization project in Lesotho. Even though service delivery has failed in local councils, Dr. Kapa contends that this failure is not solely attributable to the strained relationship between the Chieftaincy and elected councils.

One of the factors was that the central government was reluctant to devolve most of its functions to local councils such that even revenue collection was for the most part performed at central government level. There has been minimal fiscal decentralization thereby suffocating the operations of local councils. Dr. Kapa concluded by calling on African to devolve sufficient powers and decentralize the functions earmarked for local councils for efficient and effective delivery of public services at local level.

Dr. Florence Kithinji: Kenya Institute of Administration

Dr. Kithinji's research inquired into the extent to which citizens in Kenya feel *empowered to participate in local government*. The main finding was that the *involvement of citizens in decision making was limited and of low significance*. She outlined the rationale for citizen engagement namely that engagement; enables citizen to participate in issues that affect them and enhances the sense of ownership.

She used Aronstein's ladder of citizen participation as a justification for citizen participation based on categories, levels and its effects. Dr. Kithinji concluded with the thought that decentralization has the potential to improve Public Service delivery and good governance if well implemented. She identified the need for timely delivery of financial resources to local governments as an urgent one for planning purposes as well.

Dr. Ousmane Ly: National Agency of Telehealth and Medical Informatics, Ministry of Health: Mali Mobile Technologies and Health Service delivery decentralization, a case study of Mali.

Dr. Ousmane vouched for mobile technologies in the overriding quest for local authorities to collect the right information, to use it for decision making and especially to redistribute to the community through the principle of accountability. Beyond the aspect of improving the availability of information, the mobile phones technology also delivered local health services within the community. The concept was tested in Mali as part of two pilot projects to monitor the health of mothers and children through the mobile phone. The project involves the monitoring of children through the use of mobile phones and the Internet. Dr. Ousmane revealed that mobile applications had contributed, among other things to reduction in infant mortality through early detection of minor illnesses and prescribe medical care quickly in children 0 to 5 years.

The main challenge, he said, was connectivity issues and the maturity of applications that are often planted. Elaborating on the lessons learned, Dr. Ousmane recommended involvement of all the actors like service providers, mothers, children and village heads. He also urged for the use of the available competencies and the importance of meeting for dialogue to reach a consensus acceptable to all.

Mr. Fritz Essambi Effiom: M B Research Student: Corporate Governance and Corporate Responsibility: University of Birmingham, Great Britain.

Mr. Fritz's paper provided an analysis of the 2004 decentralization laws of the Republic of Cameroon. In stressing the centrality of the elected leaders to set a


standard for the future, the paper noted that Cameroon, which once experienced a period of 5 year development plan, is going through decentralization and has embarked on management by objective as well as participation.

He espoused the view that practical aspects of decentralization will cause positive change if implemented as stipulated in the orientation laws, from choosing the right leaders to play the roles from the base (Regions and Councils), to participate in developmental issues, access accountability, plan better, execute projects and improve public service delivery in Africa to promote development. He averred that the institution of the eight Millennium Development Goals and the Structural Adjustment Programs to alleviate poverty and to foster development had prompted the centralized Governments of Sub-Saharan Africa to re-look into their systems of Governance. Mr. Fritz reported that Cameroon had strived to adapt to the international standards of decentralization by delineating clear developmental objectives to be attained through the resolute participation of the citizens.

These measures, he revealed, had led to the creation of Regions and Councils as Corporate bodies under Public law. He further reported that in Cameroon and by law, the execution of the budget of the de-concentrated representatives is subject to the approval of the Mayor or President of the Municipality, who is freely elected by the people to serve as their leader. He added that unlike the days of complete centralization, the ethical responsibility of the collectivities (Regions and Councils) to make sure the right thing is done, had led to an improvement in the quality of social services offered and are efficiently delivered. In conclusion, Mr. Fritz pointed out that a decentralization policy in place was not a total guarantee that citizens' participation, development and poverty reduction will automatically take place. The peoples' participation, he underscored, starts with the election of the right leaders who have proven their administrative and management skills to turn around things for the good of their people.

Discussions and Recommendations

- i) It was pointed out that functional decentralization was a manifestation of effective implementation of the decentralization process. Decentralization was deemed to be functional only if the decentralization process is in line with its objectives. It was noted that in practice the objectives and purpose of decentralization were left out during implementation hence no functional decentralization takes place. For the most part, central governments cling on to power and fiscal resources contrary to objectives spelled out in the decentralization project.

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- ii) It was discussed and agreed that there was no single formula for engaging the local citizens because of the different dynamics prevailing in communities. A case in point is where local elites can effectively obstruct local citizens from accessing information from the centre. Delegates resolved on the need to diversify the mechanism of reaching out to the local citizen to get them to participate in the activities that affect their lives at the local level. Delegates noted that in most countries the objectives of decentralization were not clearly spelt out to citizen's hence weak citizen participation and engagement. Furthermore, delegates agreed that it was important to first identify local needs before interventions are made in communities. Delegates observed that citizens should be involved in the identification of local projects so that they are committed and that local leaders should be engaged to create space so that local citizens participates.
 - iii) The general view was that the issue of decentralization and citizen engagement was well elaborated and interrogated by the conference. The issue of citizen participation was paramount in all the presentation which goes to explain its centrality in realizing the goals of accountability and good governance.
 - iv) A need for more continued research to definitively determine the link between poor service and inadequate decentralization was identified.
 - v) Delegates observed that the chieftainship system in Lesotho and Africa as a whole is of vital importance to the local governance systems.

Plenary Session 6

Strengthening Public Administration Capacities in Local Governments in Africa

Session's Chair: Mr. George Scott (AAPAM Secretary General)
Presenters: Dr. John-Mary Kauzya (UNDESA) and Mr. George Matovu (UNDESA)

Dr. Kauzya espoused the view that strengthening public administration capacities in local governments had not matched the pace of decentralization in many countries. Central to the issue of decentralization should be the question: has public administration at local level been strengthened to take on the functions that have been decentralized? To be effective, public administration at the local level has to be capable, intelligent and effective.

He also encouraged delegates to consider the evolution that public administration has taken, from public administration, through public

management, up to now when issues of public governance have to be taken into account. The three dimensions have to be combined. Dr. Kauzya conveyed the view that an effective, capable and intelligent public administration at the local level had to have three dimensions which he proceeded to explain. The bureaucratic Public Administration has to do with authority, control, hierarchy, rule-based, neutrality and predictability. These were necessary to provide the structure within which decentralization can occur. The entrepreneur public administration has to do with initiative and risk taking, among others. Operative public administration is concerned with efficacy, efficiency, timeliness, speed and accuracy. He outlined what he considers to be standards by which public administration in local governments/authorities should be measured.

Mr. Matovu outlined what local government should be focused on if public administration is to be relevant or strengthened. He challenged the AAPAM fraternity to assure African governments that decentralization is for their benefit. Among the challenges highlighted were the lack of clarity on division of responsibilities and lack of knowledge of cost of delivering services at the local government level to strengthen participation capacity, there was need for public administrators to encourage participation by simply being facilitators. He suggested in conclusion that AAPAM should agree on a future theme on assessing public administration in local government at 50 in terms of how participatory, responsive and accountable it had been.

Panel Discussions

Hon. Manna reiterated the need for strong administrators who were formally educated if decentralization is to be effective. He also encouraged politicians to understand that fiscal decentralization was an important aspect of the decentralization process. In his intervention H.E Dakrimania expressed the view that the rationale for local government was not only economic efficiency but also political efficiency whereby citizens could enjoy transparency and accountability. He suggested that issues of capacity building should not be used as excuses for not decentralizing because even the central government had to learn to adopt. Hon. Dakrimania added that capacity building had to do with the attitudes of the human resources towards development, self-commitment without expecting any handouts. He further suggested that the organizational arrangements at the local level should be such that citizens can acquire maximum role to influence development. To scale up some of the best practice, the example of Ethiopia was given whereby the civil service college will now become a university to serve the public service.

An alternative view cautioned against turning public service training institutions





into Universities. The need for local governments' commitment to be translated into action was reiterated. The Seychelles will hold local government elections in 2014. Mr. Johannes of Eritrea concurred with the points made by the other contributors and indicated that Eritrea was a small country and had been in the process of decentralization since 1996. He indicated that Eritrea has had 3 levels of local government: regional, sub-regional and provincial.

Discussions and Recommendations

- i) It was clarified that entrepreneurs do things outside the box and sometimes this may not be beneficial to the communities. A strong argument was made for public administration to embrace the spirit of entrepreneurship noting that anyone who embarks on the process of development should accept risks and take calculated risks.
- ii) A call was made for capacity building to assume a multidimensional profile and should apply to other social actors like chiefs, councilors, service providers and bureaucrats. Capacity building should not only be about sitting in classrooms but rather networking among professionals is also crucially important.
- iii) A proposal was made for African to take stock of its achievements in service delivery now that many countries are turning 50 years since independence. There is wisdom in taking a critical look at positive things that have been done rather than just concentrating on negatives.

Plenary Session 7

Closing Ceremony

The Conference concluded that AAPAM should act as a catalyst to assist member states to concretize recommendations into implementation. Delegates expressed their sincere appreciation to the Government of the Republic of Malawi; the National Organizing Committee and the people of Malawi for their generous hospitality. Delegates were invited to the **34th Roundtable Conference** which will to be held in **November 2012 in the United Republic of Tanzania- Zanzibar** under the proposed theme; "**Performance Management for Improving Public Service Delivery in Africa**". The representative from Zanzibar invited all delegates to this roundtable meeting with a presentation on what Zanzibar has to offer. Zanzibar is an island in the Indian Ocean and boasts beautiful sand beaches, cultural festivities and attractions as well as a wide range of accommodation to suit the delegates' preference. Delegates thanked the United Republic of Tanzania for the invitation.

Mrs. G. Mpaka gave a vote of thanks to the Malawi Government and its people for their hospitality. She also thanked the AAPAM Executive Committee for arranging and inviting delegates to the roundtable conferences. Acknowledging that the objective of the meeting in Malawi had been achieved, she hoped that delegates would go back home and continue to strengthen service delivery.

She also thanked the Director of Ceremonies Dr. Ida Mbendera for a job well done, noting that women can perform if given the opportunity. The newly elected AAPAM President Mr. Abdon Agaw Jok Nhial thanked the Government of the Republic of Malawi and its people for hosting the 33rd AAPAM roundtable meeting. He noted and appreciated the personal commitment that the Chief Secretary to the Government of Malawi, Mr. Bright Msaka SC, had made to the meeting by being available throughout the duration of the meeting.

Mr. Nhial also thanked delegates for electing him to the position of President and pledged his commitment to ensuring that by the time of holding the 34th AAPAM Conference; he will have ensured that at least two of the resolutions of the 33rd AAPAM Roundtable are implemented. In closing, Mr. Bright Msaka thanked the National Organizing Committee of the AAPAM for organizing a successful meeting. He also thanked the delegates for electing him to the position of Deputy President of the AAPAM and pledged that he was ready to perform the duties as required by the position. He thanked the delegates for being such wonderful participants and wished them all safe passage home. He thanked the team of rapporteurs for working behind the scene and ensuring the recording of the meeting was captured in a succinct but faithful manner. He thanked His Excellency the late President of the Republic of Malawi, Ngwazi Professor Bingu Wa Mutharika for his leadership. He then declared the 33rd AAPAM roundtable meeting closed.



APPENDIX I

Conference Communiqué

The 33rd Roundtable Conference of the African Association for Public Administration and Management (AAPAM) was co-hosted and organized by the Government of the Republic of Malawi and the AAPAM-Malawi chapter in conjunction with the AAPAM Secretariat at the Cross-Roads Hotel in Lilongwe, Malawi from 14th to 18th November 2011. The theme of the 33rd Annual Roundtable Conference was “: **Strengthening Citizen Engagement through Decentralization to Improve Public Service Delivery in Africa**”: In discussing the theme of the conference, the following sub-themes guided the discussions:

- a) Decentralization and Citizens’ Engagement: Theoretical and Conceptual Perspectives
- b) Policy and Legal Frameworks for Efficacious and Effective Decentralization
- c) Decentralization in Africa: Assessing the Record since Independence
- d) Decentralization, Citizens’ Participation and Empowerment
- e) Decentralized Governance and Fiscal Issues
- f) Managing Human Resource in a Decentralized Context
- g) Linking Decentralization to Local Good Governance, Service Delivery, and Poverty Reduction
- h) Remaining Questions and Future Directions
- i) Country Case Studies

The Conference proceeded with eight plenary and four concurrent sessions the conference was well attended by 365 delegates from thirty (30) countries. Among the participants were Cabinet Ministers; Heads of Public/Civil Services and Secretaries to Cabinet; Permanent/Principal Secretaries and other high ranking Government Officials; Chairpersons and Commissioners of Public Service Commission’s; Heads of Management Development Institutes.

The Roundtable Conference was also privileged to have representatives of AAPAM Partner Organizations namely, 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), United Nations Capacity Development Fund (UNCDF).

Others were Development Partners; representatives of Statutory Institutions; scholars and researchers. The delegates also included 30 AAPAM Young Professionals. The AAPAM Gold Medal Awards for distinction and exceptional achievement in public administration and management in Africa was awarded to Prof. Malcolm Wallis of the Durban University of Technology. Awards in recognition of innovations in the public sector were awarded to the five finalist namely from the South African Independent Electoral Commission (Gold), Area-wide melon fly control with environmental friendly techniques (Silver) Mauritius and Our People Our Pride (Bronze) Malawi, while the two Glass Trophies went to Mauritius on e – service at the companies division and Kenya on community learning information centers.

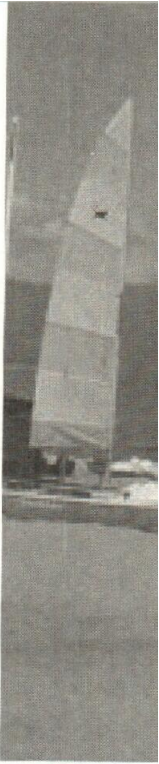
The Conference was declared open by His Excellency now the late Ngwazi Prof. Bingu Wa Mutharika who was represented by the Speaker of the Malawian Parliament Right Hon. Henry Chimunthu Banda.

AAPAM Executive Committee Elections

During the 33rd Roundtable Conference, a new President Mr. Abdon Agaw Jok Nhial, was elected. He is also the Secretary General, Ministry of Cabinet Affairs in the Government of South Sudan. The Deputy President elected was Mr. Bright Msaka who is the Chief Secretary of the Malawian Government.

Five Vice Presidents representing regions were also elected as follows:

- | | | |
|--------------------------------|---|---|
| Vice President North Africa | - | Hon. Deng C. Malang
Advisor to the Government of South Sudan |
| Vice President West Africa | - | Mrs. Bridget Katsriku
Chairperson, Public Service
Commission, Government of Ghana. |
| Vice President Southern Africa | - | Mr. Mashwahle Diphofa
Director General, DPSA - Ministry for
Public Service and Administration,
Government of South Africa |
| Vice President Central Africa | - | Dr. Finlay Sama Doh
University of Yaounde |
| Vice President East Africa | - | Mr. Titus M. Ndambuki
Permanent Secretary, Ministry of
State for Public Service, Government
of Kenya
Representatives of individual members and corporate members were also elected. |



Observations

The conference provided opportunity to review experiences and therefore provide a platform for learning and mutual sharing of experiences. The Conference noted the following:-

- Countries are at different stages of decentralization in Africa
- Lack of clarity in legislative and policy framework is a hindrance to implementation of decentralization
- Decentralization in many countries is impeded by both political and bureaucratic will on a sustained basis, fiscal and human constraints and an absence of clear roles for traditional leaders and local councils
- Where predictable and transparent revenue sources for devolved bodies are clearly established, decentralization has made progress

The Conference acknowledged the following:-

- Decentralization is closely connected to democratic governance and service delivery
- In many countries, there is a disjuncture between constitutional and legal framework and the actual decentralization practice
- Country context is important in defining the policy framework and the progress of decentralization

The Conference made the following Recommendations:-

- A need for articulating set of indicators for determining progress of decentralization by each country in Africa. AAPAM should engage its partners to develop and assist countries to adopt these indicators
- Countries should ensure that financial and human resource devolution accompanies functional devolution. As much as possible it also helps if such transfers are constitutionally and legislatively protected
- AAPAM should collaborate with partners to develop a network for supporting public administration and local government as a matter of high priority

The Conference concluded that AAPAM should act as a catalyst for moving these recommendations into implementation by assisting member states. Delegates expressed their sincere appreciation to the Government of the Republic of Malawi; the National Organizing Committee and the people of Malawi for their generous hospitality.

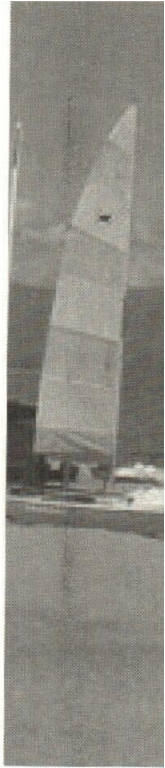
Delegates were invited to the 34th Roundtable Conference which will to be held in Zanzibar in November 2012 in the United Republic of Tanzania under the proposed theme; Performance Management for Improving Public Service Delivery in Africa. Delegates thanked the United Republic of Tanzania for the invitation.

Opening Address

The 33rd Roundtable Conference was officially opened by Right Hon. Henry Chimunthu Banda; the speaker of the Malawian National Assembly who delivered a written speech on behalf of His Excellency President the late Professor Ngwazi Bingu Wa Mutharika.

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

- Dr. Robert Taylor , Chief Executive Officer, Institute of Public Administration of Canada (IPAC)
- Dr. John- Mary Kauzya, Chief of Public Administration Capacity Branch, UNDESA/DPADM
- Ms. Janet Kathyola, The Commonwealth Secretariat Advisor (Southern Africa)
- Prof. Kadmiel Wekwete, (UNCDF)





APPENDIX II

AAPAM YOUNG PROFESSIONALS NETWORK (AAPAMYPN) REPORT

Introduction

The AAPAMYPN was formed in 2005 with the aim of giving the necessary exposure in public sector management to upcoming young professionals in Africa. The critical issue for the AAPAMYPN is its continuity and sustainability.

- As the YPs, we believe that we are the ‘suckers of tomorrow that will replace the bananas of today’. In effect, we stand willing and ready to learn the basics of state craft to provide effective continuation of quality services in Africa.
- The 33rd AAPAM Roundtable conference has focused on the topic: Strengthening Citizen Engagement through Decentralization to Enhance Public Service Delivery in Africa.

Lessons learned

- Using the Ghanaian experience for instance, we learned that decentralization is not a one-off event, but rather, it is a process that requires constant testing and modification. We have learned that this is so because prior to Ghana’s acceptance as a model of successful decentralization in Africa, Ghana had to grapple with the intricacies of a series of aborted attempts at decentralization.
- We have learned that in order for decentralization to take hold in Africa, there must be effective transfer of resources, fiscal independence, skills and competences from the central government to the local government.
- Furthermore, successful decentralization requires both bureaucratic and political will.
- In similar respect, it has been sufficiently made clear that if Africa is to enjoy the fruits of decentralization, the process must be given the proper constitutional protection so as to prevent arbitrary dissolutions of local bodies.
- In addition, African nations have to engineer locally generated funds for the provisions of services at the local levels. Dependency on donor

funds for decentralization is not a sustainable option for the continent's decentralization drive. To ensure that decentralization crusade succeeds in Africa, the system of 'checks and balances' found at the central level must be replicated at the local level.

- It is noted that within the conceptual framework of decentralization, proper and meaningful local economic development can only take place when decentralization through devolution gives the opportunity to the local people to be fully integrated in every segment of planning, budgeting, implementing, monitoring and evaluation of policies for the provision of services to the local communities.
- Lastly, the point has been made that the provision of essential services within local communities leads to poverty reduction, given that services will now be obtained at a reduced cost.

Recommendations

- For the purpose of continued survival of the AAPAMYPN, we are kindly submitting to AAPAM and the Commonwealth that our respective governments be requested to increase sponsorships of young public sector managers during AAPAM conferences. In this regard, AAPAM is to formally request member states to commit themselves to annual sponsorship of the Young Professionals.
- We recommend that member states of AAPAM constitute a steering committee of Young Professionals reflecting the regional characteristics of AAPAM to adopt the AAPAMYPN Charter for the ultimate endorsement of member countries.
- It is recommended that a full fledged executive body of the AAPAMYPN, consistent with the AAPAM executive structure, is put in place to ensure the coordination of continued networking through online engagement among the members across the continent. In this light, a group email address for YPN is to be established to serve as a medium of interaction among the young professionals on the one hand, and between AAPAM and the Commonwealth on the other hand.
- Given that the Commonwealth believes in the ideals of leadership renewal, the Network wishes to respectfully request that special provisions be made for training facilities as outlined below:-
 - i) Short term courses: Commonwealth Fellowships programmes, Internships for Young Professionals within appropriate institutions that provide mentorship opportunities in the field of Public Sector Management, Strategic Leadership, Policy Analysis and Formulation , just to name a few.
 - ii) Yearly support for Masters Programs in Commonwealth





universities in fields relating to Public Administration that is in line with the training needs of the Young Professionals. AAPAM should also send Young Professionals to other forums where management issues are discussed in order to broaden their intellectual and managerial acumen.

Conclusion

We note that the 33rd Roundtable Conference has been very educative to us. As stated earlier, the presentations have been hugely rewarding. However, we cannot exhaustively mention all of these benefits.

The recommendations listed in this presentation have been inspired by the thought-provoking issues discussed in this conference and the need to sustain the YP Network. In this respect, we would be remised and dismissed with perfect ease should we fail to acknowledge and register our profound appreciation to the under listed persons and groups:-

- To the AAPAM Executive and Secretariat: Thank You for extending this opportunity to us.
- To the Commonwealth Officials: we are grateful for the opportunity and your continuous sponsorship of the Young Professionals.
- We also take this opportunity to say thank you to our AAPAM Ministers and Senior Public Sector Officials.
- The Hon. Speaker of the Malawian House of Assembly, Chief Secretary to the Malawian Government, Ministers here present and the Government and People of Malawi, we feel heartened by the exceptional hospitality extended not only to the Young Professionals but to the wider delegates of this conference. We have indeed enjoyed the Warm heart of Africa in Malawi.

At this juncture, we say “kudos” to our distinguished presenters for their educative and informative presentations from which we have learnt a lot. This conference has been a success as a result of support from various development partners. To all of you we say Thank You.

Last but by no means the least, are we sincerely thankful to our distinguished delegates whose esteemed presence has made this conference a success.

Thank You for Your Attention

APPENDIX III

MESSAGES OF SOLIDARITY

Dr. Robert Taylor, Chief Executive Officer, Institute of Public Administration of Canada (IPAC)

Your Excellency Bingu Wa Mutharika (**President of the Republic of Malawi**), AAPAM President and Executive Committee Members, Honorable Ministers, Heads of Public Service and Secretaries to Cabinet, Distinguished Delegates, Invited Guests, Ladies and Gentlemen. [All Protocol observed.

Good morning. It is my great honor and pleasure to address you this morning and to have the opportunity to participate in the 33rd AAPAM Roundtable “Strengthening Citizens Engagement through Decentralization to Improve Public Service Delivery in Africa”. I understand this is the first time the AAPAM conference has been held in the Malawi, “The warm heart of Africa.” From what I have seen, this more than aptly describes this beautiful country, its people and this event’s hosts. On behalf of the Institute of Public Administration of Canada (IPAC) I wish to thank AAPAM and the Government of Malawi for their tireless efforts that made this event possible.

As the new CEO of IPAC, this is the first time I have had the pleasure of joining you at the AAPAM Roundtable. I am accompanied by IPAC’s International Program Director, Ann Masson, who is certainly not a stranger to many of you. You may be wondering what brings me to make this message of solidarity at today’s opening ceremony. The events that led me here commenced almost 20 years ago when my organization, IPAC, launched its International Program and established a twinning relationship with AAPAM.

This was a strategic partnership, linking two very similar organizations in a mutually beneficial relationship. While our contexts were and are different, our challenges and opportunities are not. We have complementary missions - a membership-base composed of academics and public servants from all orders of government, and a secretariat who works with and represents several supporting chapters.

Both organizations celebrate successful public sector expertise through awards of excellence, develop and disseminate cutting-edge research and publications, and hold workshops, conferences and other learning programs focused on





public sector innovation and lessons learned. We encourage and promote public service best practice, effective knowledge networks, and leading edge research on emerging issues and challenges in public administration and management.

Founded in 1947, IPAC carries out its mission regionally, nationally and internationally. Each year, IPAC is engaged in projects and programs with over 25 countries across the Globe. We collaborate with international networks and organizations including the Commonwealth Secretariat and the United Nations Committee of Experts on Public Administration and the Department of Economic and Social Affairs who have representatives here today. In fact, we recently published a collection of case studies in collaboration with the Commonwealth Secretariat. Taking a comparative approach and featuring issues, challenges and successes on both sides of the political-administrative divide in countries across the Commonwealth, *Innovations in Expenditure Management* contains case studies focused on leading edge topics—including accounting reform, procurement, internal audit and expenditure controls, performance management, civil society and parliamentary financial oversight.

On another international front, IPAC recently forged a new relationship with the Institute of Public Administration of Australia (IPAA). For many years our institute has conducted a survey of Deputy Minister and Municipal Chief Administrative officers to determine their priorities and the top issues that they are facing. For the first time ever, the survey was conducted simultaneously in both Canada and Australia. Targeting our equivalent to your Permanent Secretaries, the survey results help IPAC determine its own priorities and programs for the coming year. We are currently working with our sister Australian organization to compare the results of both our surveys. We are hoping that other jurisdiction will be interested in expanding the survey to their regions as well. IPAC has a long history of developing peer-to-peer partnerships between governments, organizations and individuals in many countries and regions worldwide.

Like all of IPAC's international programming, our twinning partnership with AAPAM is a collaborative effort that seeks to strengthen public sector capacity on both sides of the ocean. By drawing on the shared experiences of practitioners and academics, we are working together to develop organizations that support its members to achieve public sector excellence. But our relationship with AAPAM goes well beyond our programming.

Throughout the years, we have developed a sisterhood that transcends our formal relationship. When we meet within our respective jurisdictions, it's like a reunion of old friends. We celebrate our successes together, such as the completion of conferences like this one, and share sad moments, such as the

loss of our respective secretary generals due to the various forces of nature.

This year's Roundtable is the most recent extension of our relationship. Each year, through this event, AAPAM brings together public administrators, managers, scholars and teachers of public administration and management from across the African continent to discuss Africa's development and the role of Public Administration in managing growth and prosperity. It is an opportune forum to exchange knowledge and to share lessons learned and best practices with fellow leaders and thinkers.

IPAC recognizes the importance of this event. Since the dawn of our relationship with AAPAM, we have supported it -- both in-kind through our technical support, and financially—made possible by the funding IPAC receives from the Canadian International Development Agency (CIDA). I am looking forward to the opportunity to meet with colleagues from across Africa this week to discuss shared challenges and lessons learned.

In particular, I am hoping to find common solutions to enhancing the engagement of citizens and strengthening delivery of services to those we serve—and to take these learning's back to Canada for application there. I am also hoping that following this event, you might stay connected through IPAC's new social media tool called Public Service without Borders. This is a secure online forum where you can continue the conversations you have here and share your expertise with those who are not able to attend. I encourage you to visit www.ipac.ca to find the link to this exciting and free collaboration tool.

Thank you very much for your attention. I wish you all a fruitful Roundtable Conference and every success in meeting the goals of your respective public sector institutions.

**Dr. John-Mary Kauzya, Chief of Public Administration
Capacity Branch, UNDESA/DPADM**

The Guest of Honor,
Your Excellencies Ambassadors, and Members of the Diplomatic Corp,
Our Chief Host ,
The President of AAPAM,
The Secretary General of AAPAM,
Invited Guests,
Members of AAPAM,
Members of the Press,
Ladies and Gentlemen.





I bring you all greetings from the United Nations Department of Economic and Social Affairs. On behalf the Director of the Division for Public Administration and Development Management of UNDESA , Ms. Haiyan Qian I would like to thank AAPAM for the invitation extended to us to take part in this Roundtable conference and to deliver to you this message. Indeed the collaboration between UNDESA and AAPAM is growing from strength to strength in our mutual effort to strengthen the capacity of Public Administration in Africa for the development of the continent. Delivering services and development at local level effectively and equitably is the ultimate purpose of Public administration. But as I continued participating in the Roundtable Conferences of AAPAM, I kept on noticing some audience missing in the discussions.

But today I am happy to note that we have Local government officials with us especially Ministers responsible for local government. If public administration has to be strengthened for effective delivery of services at local level, public officials concerned with local governments must be at the vanguard of this capacity building. UNDESA is happy to be associated with this.

Secondly UNDESA is happy to be here to join experts to discuss how the Public Service in Africa can attract and retain the best talent to serve people. The Human Resource Managers' Network (APS-HRMnet) has mobilized experts to spearhead the discussion. No service delivery can be improved without the efforts and commitment of men and women including leadership in the Public Service. We are glad that being a child of AAPAM the APS-HRMnet has continued to grow and champion the issue of human resource management in Africa's Public Service. UNDESA will continue to work with AAPAM, APS-HRMnet and other partners to ensure that the network grows and fulfils the objectives for which it was set up.

Your Excellencies, ladies and gentlemen, I would like to end by reiterating the commitment of UNDESA to collaborate further with AAPAM and support its efforts to strengthen the capacity of Public Administration in Africa.

I wish you a fruitful conference.

Ms. Janet Kathyola, The Commonwealth Secretariat Advisor (Southern Africa)

The Guest of Honour, the Speaker of the Malawi National Assembly, Honourable Chimunthu Banda MP,
Honourable Ministers,
Heads of Public Service and Secretaries to Cabinet,



The President and the AAPAM Executive,
The Secretary General of AAPAM,
Development Partners,
Distinguished delegates,
The Media,
Ladies and Gentlemen.

I bring you greetings from the Secretary General of the Commonwealth, Honourable Kamalesh Sharma. On behalf of the Commonwealth Secretariat, my colleagues who are here with me, Mrs. Oluwatoyin Job and Mr. Dunstan Maina. I would like to thank the Government of Malawi for hosting the 33rd AAPAM round table conference. We also appreciate the efforts of the AAPAM executive and the secretariat for making AAPAM an ever successful event. We also recognise the presence of Heads of Public service who are here for their commitment to the advancement of public sector management in Africa. All delegates are also appreciated for once again making it to this conference.

Guest of Honour, Ladies and Gentlemen, the Commonwealth Secretariat is pleased to be associated with AAPAM because public sector development is one of our core areas of work. We have for a long time been collaborating with AAPAM in the advancement of public sector management in Africa. As most of you may be aware, we sponsor the AAPAM Innovative Management Award, as a way of recognizing innovative initiatives that improve public administration systems, processes and service delivery mechanisms. The awards also facilitate sharing of good practices across the continent. The Commonwealth Secretariat has also been supporting young professionals to participate in AAPAM round table conferences since 2006. We have so far supported close to 90 young professionals. We do this to enable young professionals learn from the experiences and wisdom of those who have been in the public sector for a long time.

We also believe young professionals can bring new thinking and ideas to AAPAM. It is only through nurturing of young professionals that we can have leadership renewal in our public services. We are looking at ways in which we can further collaborate with AAPAM to advance our initiative on young professionals to prepare them for senior leadership positions in the public sector.

Guest of honour, ladies and gentlemen, this years' theme of "strengthening citizen engagement through decentralization to enhance public service delivery in Africa" is a very important one. It is important because it is coming at a time when there is ample evidence that most African countries will not achieve the Millennium Development Goals (MDGs) by 2015. Most people agree that decentralization is a means of achieving the MDGs. African countries



have been implementing decentralization for over half a century. However, it seems there are still a number of bottlenecks that need to be surmounted for decentralization to fully achieve its intended objectives.

Decentralization is an area of interest to the Commonwealth Secretariat because it promotes democracy, which is one of the fundamental values of the Commonwealth. We also work with member countries to build capacity for effective implementation of decentralization policies so that the intended objectives can be achieved.

Before I conclude I would like to share with you an initiative called “The Africa Village On-line” which is a portal for sharing of knowledge and resources among communities of practice in the public service in Commonwealth countries in Africa. We are currently piloting this initiative on Management Development Institutes after which it will be rolled out to other communities of practice in the public service.

Guest of Honour, ladies and gentlemen, we value our association with AAPAM and we look forward to our continued collaboration for the advancement of public sector management in Africa for the prosperity of our beautiful continent. Long live AAPAM. Once again I thank the Government of Malawi for hosting this conference.

I thank you for your attention.

Prof. Kadmiel Wekwete UNCDF

On behalf of the Executive Secretary of UNCDF, I would like to thank AAPAM for inviting us to this important meeting addressing a topic of significant importance to our work in supporting local development finance in the Least Developed Countries. The 33rd AAPAM annual roundtable theme: “Strengthening Citizen Engagement through Decentralization to enhance public service delivery in Africa” is of critical importance given the quest of many countries to achieve the MDGs, and with the provision of basic public services emerging as a key challenge which needs priority attention. Many countries still face major deficits in terms of available services- access to schools, health services and water supply. The AAPAM theme addresses the importance of citizen engagement through decentralization which has itself been a major policy drive in the last decade as countries have sought to deepen democracy and promoting good governance.

UNCDF stands fully behind this theme given its experience of promoting local development in the least developed countries as highlighted in the 1966 General Assembly (GA) mandate which focused UNCDF on providing grants and loans to the developing countries to improve their economic and social conditions. Since then UNCDF has promoted this mandate through microfinance and local development programs, thus stimulating both the public and private sectors and enhancing their partnerships. Through the local development programs UNCDF has provided both local development funds and capital assistance to emerging decentralized local governments to strengthen their planning and implementing capabilities and building the capacities of citizens to engage their elected representatives. Such engagement has enabled to build systems in real time, resulting in consolidation and building of national decentralized systems of local government and development.

Such systems have to demonstrate the ability to provide services which are efficient, effective and cost effective. The local development funds have been the vehicle to provide block grants (unconditional grants) that have allowed local governments to undertake local planning and prepare local (district/commune) plans from which projects are prioritized for implementation. Communities are engaged in the implementation and important emphasis has been put on building horizontal and vertical accountability, and building local procurement and accounting systems. The AAPAM theme therefore goes to the heart of the matter which this roundtable conference will deliberate on. Allow me Mr. Chair to acknowledge many of the countries present here, and the many lessons we have learnt from them and their country experiences. UNCDF is present in 24 African countries and has generated important lessons through support to pilot program and supporting national replication of the good lessons generated. The presence of these countries at this AAPAM roundtable is testimony to the important work they are doing which will allow us to learn from each other and create learning networks and exchanges that will strengthen our country programming and innovations. Our delegation from UNCDF keenly awaits these exchanges and we look forward to learning from the exchanges.

Let me end by once again thanking AAPAM and the Government of Malawi for hosting us. I can already say we look forward to be part of the AAPAM family going forward. UNCDF is ready and willing to continue to engage and participate in AAPAM meetings and to bring to the table lessons of experience we have generated in supporting decentralized local development.



APPENDIX IV

SPEECHES

Speech By Mr. Bright Msaka, Sc Chief Secretary to the Government of Malawi at the Opening Ceremony of the 33rd Roundtable Conference

- The Speaker of the National Assembly of Malawi, Right Honorable Henry Chimunthu Banda, MP,
- Honorable Ministers responsible for Public Services and for Local Government in Africa,
- The Deputy President of AAPAM, Mr. Joe D. Issachar Heads of Public Service in Africa,
- Invited Guests,
- Members of the Press,
- Ladies and Gentlemen.

I am greatly honored and privileged to welcome you, Right Honorable Speaker and our distinguished delegates, to the opening ceremony of the 33rd AAPAM Conference, here at the Cresta Hotel in Lilongwe, Malawi, The Warm Heart of Africa. I have two pleasant tasks this morning. First, as host, and on behalf of the Government of Malawi, the people of Malawi, and the Public Service in Malawi, to warmly welcome our distinguished delegates to Malawi.

Secondly, it will be my honor and privilege this morning to request You, Right Honorable Speaker, to officially open this 33rd AAPAM Roundtable Conference on behalf of His Excellency President Ngwazi Professor Bingu Wa Mutharika, who is also Minister responsible for the Public Service in Malawi.

Distinguished AAPAM delegates, Honorable Ministers, my brothers and sisters the heads of public service in Africa; the choice you have made to attend the 33rd AAPAM Conference here in Malawi gives us Malawians the greatest joy, honor, happiness and appreciation. You are all, singly and collectively, most welcome to Malawi. As a mark of our appreciation for your visit, we have laid out for you the usual Malawi warm-heart hospitality which we believe is legendary in its own way.

The only complaint I have received so far is from our own hospitality and

entertainment organizing sub-committee to the effect that the official AAPAM program is standing in the way of, and interfering with, their program to entertain, amuse, amaze, mesmerize, captivate and dazzle the delegates, throughout the day, and every day, and to make the delegates forget their home countries. We have had to reach some form of compromise at this to ensure that some AAPAM business to take place. It is our desire that your visit to Malawi this time, whether it is the first time or not, be a truly rewarding, happy and memorable experience. You are most welcome.

Right Honorable Speaker, Honorable Ministers, Heads of Public Service in Africa, distinguished delegates;


Briefly, coming to the theme of our conference, I wish to observe that whatever democratic model each of our countries may have adopted for the running of our national affairs, citizen engagement and participation are becoming a growing and imperative trend. It is becoming increasingly clear that citizens are no longer satisfied with periodic national or local elections. Citizens are demanding to be fully consulted and engaged in the events happening around them, and about them, in the period between the elections.

In responding to this trend, Public Services in Africa are undergoing various reforms in order to improve service delivery to citizens and to engage their participation and involvement. This is of particular poignancy in Africa where the public services hold the greatest preponderance in areas of education, health, employment, housing, road infrastructure, water and sanitation, security, and natural resource management.

That is why the 32nd African Association of Public Administration and Management (AAPAM) Roundtable Conference held in Durban, South Africa in November, 2010 resolved that the 33rd AAPAM annual roundtable conference in Malawi should focus on strengthening citizen engagement through decentralization to enhance Public Service delivery.

Distinguished Delegates, this Conference therefore accords us an opportunity for deeper investigation, inflection and reflection on what approaches we should be taking as individual States, and AAPAM as a collectivity, to ensure that decentralization is designed, purposed and delivered for empowering citizens and improving Public Services.

This Conference is therefore expected to bring to the fore workable decentralization arrangements which would effectively promote citizen engagement in achieving good governance and efficient and effective



attainment of the citizens' aspirations. In short, we intend to put citizens' participation at the heart of our democracies, our governance, and our delivery of public services. In this respect, it is heartwarming and pleasing to observe that a number of papers on cross-cutting issues will be presented and discussed during this AAPAM conference under the following themes:-

1. Decentralization and Citizens' Engagement: Theoretical and Conceptual Perspectives.
2. Policy and Legal Framework for Efficacious and Effective Decentralization.
3. Decentralization in Africa: Assessing the record since Independence.
4. Decentralization, Citizens' Participation and Empowerment.
5. Decentralized Governance and Fiscal issues.
6. Managing Human Resources in a Decentralized Context.
7. Linking Decentralization to Local Governance, Service Delivery and Poverty Reduction.

Distinguished Delegates, this Conference will also provide us with an opportunity to network, share information, exchange experiences and best practices, and discuss strategies for strengthening capacities of our respective Public Services. In this vein, at the end of this conference, we are expected to come up with practical suggestions, tools and insights which can be brought to bear on effective engagement of citizens in Public Service delivery.

I am enthused Right Honorable Speaker and Honorable Ministers to note that we are very fortunate to have in our midst an impressive assemblage of experts, intellectuals, political bigwigs, academicians, and Public Administration Management Practitioners, who have turned up for this Conference. We will hugely benefit from their wisdom, experience, intellect and insights. I thank you for your attendance. This is truly a conference full of promise and hope for our citizens.

Permit me, distinguished delegates, to once again, invite you to fully enjoy your stay in Malawi, and to feel very much at home. Our teams of experts in various fields of hospitality and entertainment are available to prove to you, now beyond reasonable doubt, that the legend of Malawi is actually true. Should you, by the end of the one week, decide to extend your stay; we will fully understand. With these few remarks, it is my honor and privilege to invite you, Honorable Speaker of the Republic of Malawi, Right Honorable Henry Chimunthu Banda, MP, (after a few intermediate interventions) to address the conference and to officially open the 33rd AAPAM Roundtable Conference in Lilongwe, Malawi.

I thank you for your kind attention.

OPENING ADDRESS

Mr. Tlohang Sekhamane, AAPAM President, Former Government Secretary to Cabinet and Head of Public Service, Government of the Kingdom of Lesotho

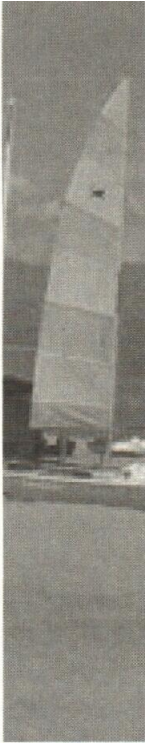
- Our Guest of Honor Your Excellence the President of the Republic of Malawi,
- Hon. Ministers Present,
- Hon. Members of Parliament,
- Mr. Bright Msaka, Chief Secretary, Office of the President and Cabinet, Government of Malawi,
- Our Excellencies Ambassadors and High Commissioners,
- Heads of Public Service and Permanent Secretaries,
- Our Distinguished Development Partners,
- Distinguished Delegates,
- Ladies and Gentlemen.

On behalf of the Executive Committee of the African Association for Public Administration and Management (AAPAM) and all the Delegates to this August Roundtable Conference, I wish to welcome your Excellence the President of Malawi as our Guest of Honor.

I thank you most sincerely for accepting our invitation to officiate at the Opening Ceremony of our 33rd Roundtable Conference. This is a great honor to us because you accepted to give us a portion of your precious time out of your busy schedule. I extend a warm welcome to all delegates, our collaborators and partners in development present at this conference.

Our Guest of Honor, on 8th October 2009 I wrote to the Chief Secretary, Mr. Bright Msaka requesting him to consider the possibility of the Government of Malawi hosting the AAPAM Roundtable in the near future. On 18th November 2009 Mr. Msaka happily acknowledged receipt of my request and expressed the Government of Malawi's acceptance to host the conference for this year.

On behalf of the Executive Committee, the AAPAM Membership and all the Delegates attending this conference, I wish to express our sincere thanks and gratitude to the Government of Malawi for accepting our request to host this conference. And we are really grateful to the Government of Malawi because this is not the first time the Government has supported AAPAM in hosting its Roundtable Conferences.





Since the AAPAM Annual Roundtable Conference series began in 1978, Malawi has hosted two of them in 1984 and now in 2011. And this is not all. The Government of Malawi provides AAPAM with a substantial amount of annual subvention that has enabled AAPAM to sustain its activities and programmes over the years. For all this we say thank you to the Government of Malawi.

Your Excellency the President, the philosophy behind the AAPAM Roundtable conference is to provide a forum at which leading issues and problems of development in Africa, especially those confronting the public sector, may be scrutinized, debated and discussed by practitioners and academics with the view to finding solutions to them. The Roundtable is intended to contribute to the building of the capacities of the African public services, as agents of development, in handling and solving the problems of development confronting the various African countries. So, each year, the Roundtable focuses on topical issues for in-depth discussion and debate.

We wish to express our thanks to all delegates who have come to this conference to address their minds to the current desire to strengthen Citizen Engagement with a view to Enhance Public Service Delivery in Africa. We thank all resource persons who will lead the discussions. We particularly welcome our colleagues from the Institute of Public Administration of Canada (IPAC), the United Nations Department of Economic and Social Affairs (UNDESA), the Commonwealth Secretariat, London and the United Nations Development Programme (UNDP) Somali Institutional Development Project for coming to join us in the discussions at this conference.

Behind the success of this conference is the support AAPAM has received from its development partners and collaborators. On behalf of the Executive Committee, I wish to acknowledge the unflagging support that we have received from the following organizations and institutions in organizing this conference:-

- The Canadian International Development Agency (CIDA)
- The Institute of Public Administration of Canada (IPAC)
- The Commonwealth Secretariat through the Governance and Institutional Development Division (GIDD)
- The United Nations Development Programme (UNDP) and
- The United Nations Department of Economic and Social Affairs (UNDESA) in collaboration with United Nations Capacity Development Fund (UNCDF).

We are grateful for the support that various African Governments give to our



Association through the Annual Subventions. And since the majority of delegates at our Roundtable Conferences happen to be Government employees, we are grateful to those governments for providing them with the logistical support and allowing time off to attend.

Before I conclude, I would like on behalf of all the Delegates to extend special thanks to the Mr. Isaac Bondo, Principal Secretary for Public Service Management, Government of Malawi and the National Organizing Committee for putting in place such wonderful arrangements for this conference.

Your Excellency the President of the Republic of Malawi, once again, I thank you for honoring us by presiding over the Opening Ceremony of this conference.

Thank You and May God Bless Us All

VOTE OF THANKS

Mr. Necton Mhura, Deputy Chief Secretary

- Our Guest of Honor – Your Excellency, the State President of the Republic of Malawi, Ngwazi Professor Bingu Wa Mutharika,
- Your Excellency the First lady, Madam Callista Mutharika,
- The Speaker of the National Assembly,
- Your Lordship Chief Justice Lovemore Munlo,
- Patron of AAPAM,
- Honorable Ministers present,
- AAPAM President Mr. Tlohang Sekhamane, Head of Civil Service and Cabinet Secretary Government of the Kingdom of Lesotho,
- Diplomatic Corps and all invited Guests,
- Heads of Public Service in Africa;
- Distinguished delegates,
- Members of the Press,
- Ladies and Gentlemen.

It is an honor and privilege for me to move the vote of thanks.

Your Excellency, we have been part of this inspirational opening ceremony of the 33rd Roundtable Conference of the African Association for Public Administration and Management under the theme: **“Strengthening Citizen Engagement through Decentralization to Improve Public Service Delivery in Africa.”**



Your Excellency, Ladies and Gentlemen, on behalf of the Chief Secretary to the Government (the Office of the Head of the Civil Service), the Patron of AAPAM, the President and the Executives of AAPAM, I wish to thank you for honoring our invitation and sparing your time to share your thoughts/observations with us on this occasion.

Distinguished participants comprising Honorable Ministers, Heads of Public Service/Civil Services, Academicians, Young Professionals, you have made significant efforts in making Public Administration relevant to the development of our various countries. The 33rd AAPAM Conference is yet another opportunity for sharing ideas and experiences. On behalf of the organizers I thank you for being part of the programme.

All distinguished invited Guest, your presence here is very much appreciated.

May I take this opportunity to acknowledge our sponsors, namely;-

- **United Nations Development Programme**
- **Eastern and Southern Africa Management Institutes (ESAMI)**
- **Air Malawi.**

I would like thank members of the National Organizing Committee (NOC) and all other institutions and individuals who in diverse way have contributed to the success of this conference/programme.

Finally, I want to thank members of the Press/Partners from the media for covering this ceremony. It is our hope that you will cover appropriately the other sessions of the conference and disseminate information on decentralization, democracy in promoting poverty reduction and development on the African Continent.

Your Excellency Distinguished Ladies and Gentlemen, Thank you very much.

Chief Secretary to the Government of Malawi at the Closing Ceremony

- Honorable Ministers present here,
- AAPAM Patron,
- AAPAM President and your Executive,
- Heads of Public Service of Africa.
- Distinguished Delegates,
- Invited Guests,
- Members of the Press,
- Ladies and Gentlemen.

It gives me great honor and privilege to stand before you this afternoon to officiate the closing of the 33rd Round Table Conference of the African Association for Public Administration and Management (AAPAM) under the theme **“Strengthening Citizen Engagement through Decentralization to Improve Public Service Delivery in Africa”**.

Ladies and Gentlemen, first of all, I would like to thank you all for participating in this prestigious African conference. The conference has presented yet another opportunity for sharing ideas and experiences. We have heard eminent persons speak on issues relevant to the conference. I strongly believe that the objectives of this conference have been achieved.

The 33rd Roundtable Conference has achieved the following two (2) major outcomes:-

- a) Delegates have gained a thorough understanding of decentralization approaches in Africa and the manner they are impacting on citizens' lives.
- b) Delegates have acquired in-depth knowledge on appropriate strategies to enhance citizens' engagement in governance, development and public service delivery.

Ladies and Gentlemen, may I take this opportunity to acknowledge support from sponsors which has enabled the conference to be held successfully. We have received support from the following:-

- United Nations Development Programme (UNDP),
- Eastern and Southern African Management Institute (ESAMI),
- Canadian International Development Agency (CIDA),
- Institute of Public Administration of Canada (IPAC),
- Commonwealth Fund for Technical Cooperation (CFTC).





Ladies and Gentlemen, I would like to thank members of the National Organizing Committee and all institutions and individuals who in diverse ways contributed to the fruition of this conference. It is my sincere hope and belief that efforts put into the conference by organizers, facilitators/presenters and participants will bear fruits. I also pay special tribute to all those who have been working behind the scenes, May God reward you abundantly. I would like to thank members of the Executive Committee of AAPAM and AAPAM Secretariat for their total commitment during this conference. Ladies and Gentlemen, we are extremely delighted and indeed grateful to the Government of Republic of Tanzania for the offer to host the 34th Round Table Conference next year 2012. I hope we all meet in Zanzibar

Ladies and Gentlemen, let me also thank Management of Crossroads Hotel for providing workshop facilities in this beautiful high quality Hotel. A gesture of this nature cannot be taken for granted.

Lastly, Ladies and Gentlemen, may I wish distinguished participants a safe journey to their respective destinations. May I also wish each one of us gathered here personal good health.

Ladies and Gentlemen, with these few remarks, I declare the 33rd AAPAM Round Table Conference officially closed.

May God Bless you. I thank you very much.

APPENDIX V

AWARDS SECTION

Gold Medal Award

Honorable Henry Mussa, M.P., Minister of Local Government and Rural Development: Guest of Honor

- Honorable Ministers present here,
- AAPAM President and your Executive,
- AAPAM Members,
- Invited Guests,
- Ladies and Gentlemen.

It is a rare privilege for me this evening to be accorded the honor of presenting the highest award to be given by AAPAM – The AAPAM Gold Medal.

Ladies and Gentlemen I understand that the Gold Medal is awarded as a mark of distinction and exceptional achievement to a person who has shown distinctive leadership in advancing Public Administration and Management in Africa or who by his/her writings or other endeavors has made a significant contribution in the field of Public Administration in Africa.

Ladies and Gentlemen, as you are aware, since inauguration, the Gold Medal has been awarded twice to two prominent Africans for their outstanding practitioners and academic works and leadership in promotion Public Administration nationally and internationally.

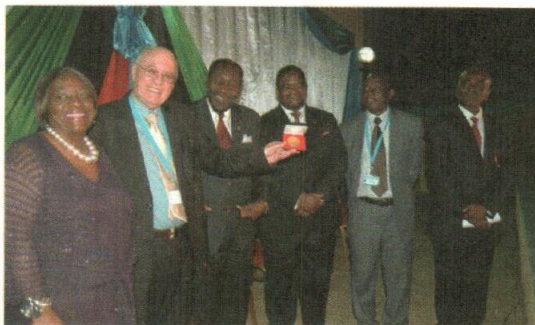
Ladies and Gentlemen, this is just to remind you that Professor Adebayor Adediji won the award in 2007 while Professor Gelase Mutahaba won in it in 2009. This award is being awarded once in every two years.

Ladies and Gentlemen, this evening we are going to witness yet another important ceremony after 2 years. Tonight we will recognize a person in the Public Service who has made outstanding contributions in the field of Public Administration and Management in Africa.



Ladies and Gentlemen I would like to draw your attention to the outstanding individual achievement which set standards of excellence to which others can aspire.

Ladies and Gentlemen, before I present the Gold Medal let me thank the Canadian International Development Agency (CIDA) for supporting the Gold Medal through the partnership project of the African Association for Public Administration and Management and the Institute of Public Administration of Canada (AAPAM – IPAC Partnership).



Distinguished Ladies and Gentlemen it now gives me honor and great pleasure to present AAPAM Gold Medal award to Professor Malcolm Wallis.

I thank you very much.

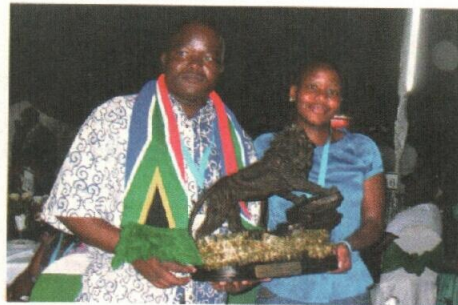
Innovative Management Awards

Gold Winner- Independent Electoral Commission (IEC) - Republic of South Africa

Results Slip Scanning Project

The Electoral Commission of South Africa (IEC) is a permanent body created by the Constitution to manage free and fair elections at all levels of government. One of the Commission's strategic objectives is to "Deliver well-run elections which produce results that are credible".

To ensure credibility of the results, transparency of the election process is critical. Transparency is especially important in ensuring that votes captured in the electronic Results System can be easily verified against the votes as reflected in the results slip signed by the presiding officers and political party representatives in each voting station.



The Innovation

The Electoral Commission developed a system where all election result slips were printed with bar codes and scanned so that they were captured in a database that was accessible to political parties in order to verify results of elections. Political parties and electoral staff view the scanned result slip images, and compare the signed copies to the results captured on the results system at all levels.

Automated linking of scanned results slips – The verification of results relied on the accurate linking of each scanned image to the respective results record on the Results System. Through the use of barcode technology, the process was completely automated thus reducing the risk of incorrect linking and labour costs associated with manual linking.

Network bandwidth limitations - To deal with the challenge of limited bandwidth, the IEC had to implement bandwidth-saving measures at every point in the scanning, processing and uploading processes. This was achieved by using a high compression file format and optimization of display functions on the results system.



For the first time in its history the IEC introduced the process of scanning Results Slips during the 2009 National and Provincial Elections (NPE). More than 38,000 result slips were printed with barcodes and scanned at the results capturing sites in order to provide a visual image paired to an electronic result.

Impact

The project improved the transparency of the election results process and thereby increased political party and media confidence in the voting and counting process.

- The simplified access to the scanned images ensured that political parties and the media could easily retrieve and verify the scanned images without depending on IEC staff to provide copies to them. Users of the system could also print a copy of the result slip for later reference or further issue resolution.
- The elimination of the extra workload on IEC staff ensured that they could focus on other election matters.
- The system enabled the IEC to capture, verify and scan all the results within 2 days, with 96% of all results being available within the first 24 hours.
- Fewer objections were raised in comparison with previous elections.
- The reporting capability linked to the solution allowed management to track the results capturing and results slip scanning progress on an ongoing basis and take corrective action where necessary.
- IEC achieved marked saving in storage costs as physical result slips were able to be disposed of after the required period, yet still be available electronically as required.

Implication for other organizations

- Scanning of result slips allows for the running of a credible and transparent election and can be used in national elections, local government elections, by-elections and voter registration processes.
- The solution goes a long way in saving storage costs as physical forms can be disposed of after a predefined period.
- Keeping electronic records of signed contracts and attendance registers for electoral staff will play a critical role in the auditing exercise thus avoiding a disqualified election.

Silver Winner- Entomology Division, Agricultural Services, Ministry of Agro Industry & Food Security, Republic of Mauritius

Area-wide melons fly control with environment friendly techniques

The melon fly, is the most damaging pest of vegetables namely cucurbits in Mauritius. The annual production of cucurbits (cucumber, pumpkin, squash, bitter gourd, calabash, courgette, water melon, chouchou etc.) is around 24,000 tons; however, the production should have been 31,200 tons.



It is estimated that about 30% of the production is damaged by the melon fly. Planters were making heavy use of pesticides to control this pest which are dangerous to human, animals and the environment as a whole. Mauritius was ranked high in the use of pesticides and scientists fear that many cases of human cancer in Mauritius are directly linked to consumption of pesticides via vegetables.

The Entomology Division was tasked with developing new techniques to minimize the use of pesticides for melon fly control and produce quality vegetables (cucurbits) through effective environment friendly techniques.

The Innovation

A project was implemented in farmers' fields with the support of the International Atomic Energy. 135 farmers occupying an area of 110 ha were recruited to take part in the project.

The Etymology Division developed new techniques that included application of protein bait, mass trapping of male melon flies and field sanitation. The innovation brought by the project is the concept of area-wide insect pest management. The control techniques which are environment friendly and cheaper were applied on area-wide basis by all growers. The growers were sensitised on the project through meetings, pamphlets, stickers and video film. As an incentive to participate fully in the project, they were all trained and given sprayers, fruit disposal cages, protein bait and MAT blocks

Monitoring and evaluation - An interviewer-administered structured questionnaire was designed in order to collect information from the farmers on the following components: planter's profile, farm characteristics, pest management practices, knowledge and adoption of recommended melon fly control techniques and farmer's perceptions.

Impact

- Cucurbit infestation which was above 30% before project implementation was reduced to 5% one year later.
- A decrease in the frequency of pesticide application was noted.
- An increase in cucurbit production was also noted.
- The project has demonstrated the use of an integrated approach to reduce insecticide use, and to produce better quality fruits.



Potential Implications for other Organizations

- Countries in Africa could benefit from the experience gained in Mauritius on the effective management of the melon fly.
- Researchers working on fruit fly control can be trained on area-wide management of fruit fly.
- The same techniques can be used for the management of the newly introduced exotic fruit fly species, *Bactrocera invadens* in Africa.

Bronze Winner

Malawi Broadcasting Corporation – Change Management

The Malawi Broadcasting Corporation (MBC) was established as a statutory corporation in 1964 by an Act of Parliament with the purpose of providing civic education, entertainment and information.



Public broadcasting services across Africa and indeed the world are currently facing the challenge of relevance and financial sustainability as they compete with private broadcasting channels to maintain the interests of audiences and attract advertising revenue. MBC found itself in a position where it was forced to innovate to survive.

The Innovation

Reposition the corporation for growth and sustainability utilizing best business practices

The change involved re-assembling the management team and ensuring that the managers run the organization based on best business practices, the key being to run it as a business with emphasis on the bottom line/surplus.

Introduction of quality circles comprising of members from different departments to bring multidisciplinary perspectives in problem analysis to solve different quality issues that were being experienced. Business units were established in the corporation such as Radio 1, Radio 2, TV and Development Broadcasting Unit (DBU) each with its own semi-autonomous sub-management unit in decision-making.

Rebrand MBC and develop a positive image of the corporation to win the trust and support of its stakeholders.

The Reach Out and Touch initiative - This was a program in which less fortunate people are connected to those that can provide solutions to their problems both in cash and in kind. Through this program a lot of needy individuals have been assisted and Malawians have re-discovered the joy of giving and improving the lives of fellow Malawians.



Our People Our Pride Awards - Aims at recognizing courageous and talented people who contribute positively to their communities without seeking anything in return. The National awards recognize and reward local heroes and aims to cultivate the spirit of achievement and inspire national pride in the citizens of Malawi.

Impact

- The company has attained sound financial standing, increased corporate confidence, increased sales of 20%.
- MBC has increased programming relevance, increased viewership and listenership through the inculcation of business practice philosophy that has seen introduction of quality circles, rebranding and business cases.

Implications for other Organizations

- Challenges other institutions to think outside the box
- Has become a benchmark for other big corporate events
- Offers opportunity for other organizations to award local heroes through sponsorship



Glass Trophy

E – Service at the Companies Division – ‘Moving Data to People’
Companies Division, Ministry of Finance and Economic Empowerment -
Republic of Mauritius



The Companies Division is a government office, which fall under the aegis of the Ministry Of Finance and Economic Empowerment. Its Mission is to create a modern and efficient registry for companies in order to make the corporate sector one of the major players of the

Mauritian economy and providing the country with the necessary instruments to compete globally.

The main roles of the office are to incorporate and strike-off companies; to be a repository of corporate information for the public and to administer corporate and individual insolvencies. Since October 2006 the Companies Division continued its efforts to render better service by making full use of information technology.

The Innovation

Conversion of the Manual system into a computerized system

The Companies Division set out to automate the process of Company registration from the time consuming manual process to an efficient online system.

The Division set off to develop a computerized central database of all companies and businesses registered which is kept at the office and is updated daily. Various Ministries and Parastatal bodies have online access to the central database through Government Online Centre whereby they can view and download information as soon as a business is registered.

Another form of e-services introduced by the Companies Division is the e-lodgment. The purpose for the introduction of such a service was to give flexibility to stakeholders to file their statutory documents online. A stakeholder



can proceed with the incorporation of a company or the registration of a business without having to come physically to the Companies Division. Any missing, incomplete, inappropriate information is communicated on-line to allow applicant to effect the necessary changes.

Impact

- Offers opportunity for other organizations to award local heroes through sponsorship
- The system allows the data entry to be captured directly and thus allowing for greater accuracy and eliminating the margin of errors on records.
- E-lodgment is also faster compared to the conventional over the counter transactions.
- Incorporation of companies is done within 30 minutes compared to 1 day over the counter.
- The system has led to greater customer satisfaction as well as job satisfaction for staff employed in the division.

Implication for other organizations

- The introduction of e-info services has allowed for information on any company to be obtained 24/7 anywhere from the comfort of one's premises.
- The system embraces the global move towards paperless registry
- Private information like personal data and credit card information can be transmitted securely

Glass Trophy Winner

Directorate of E-Government - Community Learning Information Centres

Presidency and Cabinet Affairs Office -Republic of Kenya

The Government of Kenya established the Directorate of e-Government with a mandate to; make Government operations more efficient by minimizing bureaucracy; better delivery of services to citizens; increase convenience and accessibility Government services to citizens, business, industry and improve quality of life for disadvantaged communities and broadened public participation.



The Innovation

In order to bridge the digital divide between rural and urban centers the Directorate of e-Government set up Community Learning Information Centers.

The process began with identifying suitable sites in the rural areas based on national poverty indices. Progressive youth groups (monitored by the Ministry of Youth) and community based organizations were identified on very elaborate criteria. Each of the sites was provided with 5 computers installed with open source software to cushion against high cost of maintenance, a switch to interconnect the computers, one printer and low cost internet link utilizing the mobile providers' infrastructure to access the internet.

Impact

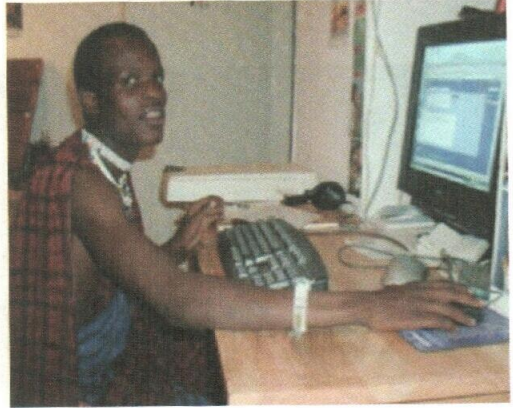
The Centre's have been used at the local levels to access the internet, government services like applying for a job in the public service as well as tracking the status of the applications, accessing the police abstract, reporting corruption, registration of the national examinations as per the requirement, confirming registration, tracking the processing of the passports and the national identity cards.

The rural citizens and specifically the youth some of whom had not interacted with the computers before have now been trained on the basic computer skills and can also access the internet.

Implication for other organizations

Use of Information technology can form a basis upon which public services can be decentralized to the citizens and cut cost that are normally incurred while travelling long distances for the services.

The Community Learning information centre is about the bridging the digital divide by use of low cost technologies. It is a framework that will assist to identify applications, services and models that enable broad-based participation in electronic commerce, distance learning, e-government and other online applications.



APPENDIX VI

INVITATION TO THE 34TH ROUNDTABLE CONFERENCE

The next AAPAM Roundtable meeting will be hosted by Zanzibar in November 2012. The Principal Secretary in the President's Office on Public Service and Good Governance of Zanzibar invited all delegates to the roundtable meeting with a presentation on what Zanzibar had to offer.

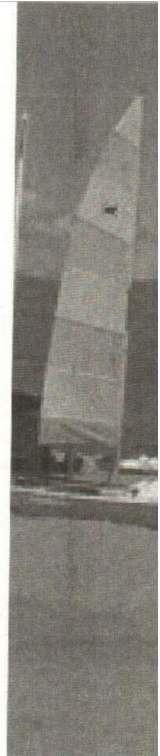
The theme of the conference will be **'Performance Management for Improving Public Service Delivery in Africa'**

Zanzibar is an island in the Indian Ocean which boasts beautiful sand beaches, cultural festivities and attractions as well as a wide range of accommodation to suit the delegates' preference. The 34th Roundtable will be held in November 12th – 16th 2012.

Joseph A. Meza

Principal Secretary

President's Office Public Service and Good Governance, Zanzibar



APPENDIX VII

THE PROGRAMME

33rd AAPAM Roundtable Conference 14 – 18 November 2011 Lilongwe, Malawi -Strengthening Citizen Engagement through Decentralization to Enhance Public Service Delivery in Africa

SATURDAY 12TH NOVEMBER 2011

TIME	ACTIVITY	PLACE	COORDINATOR
9:00 – 20:00	ARRIVAL OF DELEGATES Registration of Delegate	Crossroads Hotel	AAPAM Secretariat and National Organising Committee (NOC)
9:00 – 13:00	AAPAM Executive Committee Meeting	Crossroads Hotel	AAPAM Secretariat
14:00 – 15:00	Meeting of AAPAM Executive Committee and National Organizing Committee(NOC)	Crossroads Hotel	AAPAM Executive Committee and National Organising Committee (NOC)

SUNDAY 13TH NOVEMBER 2011

10:00-20:00	Registration of Delegates	Crossroads Hotel	AAPAM Secretariat and National Organising Committee (NOC)
9:00 – 10:00	Meeting of the Jury for AAPAM Innovative Management Awards	Crossroads Hotel	AAPAM Secretariat
10:00-16:00	Interviews of the finalists of the AAPAM Award for innovative Management	Crossroads Hotel	AAPAM Secretariat
10:00-12:00	Meeting of AAPAM Executive Council	Crossroads Hotel	AAPAM Secretariat
16:00-18:00	Meeting of Rapporteurs	Crossroads Hotel	AAPAM Secretariat

DAY ONE: MONDAY 14TH NOVEMBER 2011

Time	Session Title	Presenter
8:00 – 9:00	Arrival of delegates Entertainment	
9:30 – 12:00	Opening Ceremony (See Insert)	
12:00-13:00	Group Photography	
13:00 – 14:00	LUNCH	



TIME	ACTIVITY	PRESENTER	REMARKS
14:00 – 15:00	AAPAM Key Note Address Challenges of Effective Decentralization in Africa	Professor Kwamena Ahwoi	Chair Person: Tlohang Sekhamane AAPAM President
15:00 – 15:30	HEALTH BREAK		
15:30 – 16:30	PLENARY 1 <i>Decentralization – Global Perspectives</i>	Robert P. Taylor Institute of Public Administration of Canada Janet Kathyola Commonwealth Secretariat Dr. Kadmiel Wekwete – United Nations Capital Development Fund (UNCDF) P.S Stuart Ligomeka Principal Secretary for Local Government, Malawi	Chair Person: Mr. Abdon Agaw Jok Nhial Secretary General of the Government of Southern Sudan
16:30 – 17:00	Plenary Discussions		
18:30 – 20:00	Welcome Reception (cocktail Reception) Presentation of AAPAM Gold Medal Award		Hosted by the Chief Secretary to the Government of Malawi. Venue: Crossroads Hotel

DAY TWO : TUESDAY 15TH NOVEMBER 2011

8:30 – 9.30	PLENARY 2 <i>Decentralization and Citizen Engagement: Theoretical and Conceptual Perspectives</i>	Prof. Dele Olowu Africa Europe Foundation Dr. Finlay Sama Doh AAPAM Vice President for Central Africa	Chair Person: Chairperson: John Mitala, Head of Public Service, Uganda
	1. The Constitutionalization of Local Government – Impact on Policy, Performance and Participation		
	2. Decentralization, Citizens Participation and Empowerment.		

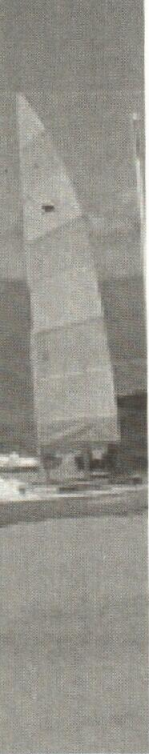
Time	ACTIVITY	PRESENTER	REMARKS
	3. Decentralization and Citizens' Engagement: Theoretical and Conceptual Perspectives	Ambrose T. Kessy University of Dar es Salaam	
9:10 – 9:30	Plenary Discussions		
9:30 – 10:00	PLENARY 3 <i>Managing the Human Resource in a Decentralized Context</i>	1. John-Mary Kauzya United Nations Department of Economic and Social Affairs (UNDESA) 2. John Lavelle (UNDESA)	Chair Person: Ms. Odette Ramsingh: Deputy President of the APS-HRMnet
10:00 – 10:30	Plenary Discussions		
10:30 – 11:00	HEALTH BREAK		
11:00 – 12:00	PLENARY 4 <i>Development Financing for Service Delivery Improvement in Africa</i> Local Development Financing Local Economic Development	1. Kadmiel Wekwete (UNCDF) 2. Kodjo Mensah-Abrampa (UNCDF) 3. Dr. Christel Avergne (UNCDF) 4. Ms. Ziria Ndifuna (UNCDF) 5. Ms Wezi Mjojo (UNCDF) 6. Prof. Malcolm Wallis (AAPAM)	Chair Person: Hon. Pont'so Sekatle, Minister of Local Government and Chieftainship of the Kingdom of Lesotho
12:30 – 13:00	Plenary Discussions		
13:00 – 14:00	LUNCH		
14:00 – 16:00	Ministers and Development Partners dialogue sessions		By Invitation Only
14:00 – 15:30	PLENARY 5 <i>Decentralization: Country Case Studies</i> 1. Interrogating Citizens' Empowerment through Decentralization. (MALAWI) 2. Ghana's Experience with Decentralization and Citizen Engagement Since 1982 (GHANA)	Margaret Mwanjani Ganje Sikwete, PhD Professor Kwamena Ahwoi Ghana Institute of Public Administration and Management (GIMPA)	Chair Person: Hon. Vice-Premier Ministre, Ministre de l'Intérieur, Sécurité, Décentralisation et Aménagement du Territoire, Democratic Republic of Congo

Time	ACTIVITY	PRESENTER	REMARKS
	3. Strengthening Citizen Engagement through Decentralization to Enhance Public Service Delivery in Africa. (KENYA)	Samuel Macharia Kenya Institute of Public Administration (KIA)	
	4. Managing the Civil Service in Local Governments: Challenges and Policy Issues (UGANDA)	Lazarus Nabaho Uganda Management Institute	
15:30 – 16:00	Plenary Discussions		
16:00 – 16:30	HEALTH BREAK		

BREAK FOR THE DAY

DAY 3: WEDNESDAY 16TH NOVEMBER 2011

8.30 – 9.30	PLENARY 6 Presentation of Finalist AAPAM Innovative Awards	Finalists AAPAM Innovative Management Awards	Chair Person: Member of AAPAM Jury
9:30 – 10:30	CONCURRENT SESSION: 1 APS-HRMnet /UNDESA Expert meeting on "Strategies for Attracting and Retaining the Best Talent in the Public Service in Africa".	APS-HRMnet	Chair Person: H.E. Mr. James Musoni Minister of Local Government, Rwanda
	CONCURRENT SESSION: 2 <i>Local Development Financing for Service Delivery Improvement in Africa.</i>	Kadmiel Wekwete Kodjo Mensah –Abrampa Dr. Christel Avergne Ms. Ziria Ndifuna Ms Wezi Mjojo Dr Vincent Hungwe Mr. Djoume Sylla	
	PANEL: UNITED NATIONS CAPITAL DEVELOPMENT FUND (UNCDF)		
	CONCURRENT SESSION: 3 <i>Policy and Legal Frameworks for Efficacious and Effective Decentralization</i>	Prof. P S Reddy University of KwaZulu Natal	



Time	ACTIVITY	PRESENTER	REMARKS
	<p>1. Democratic Decentralization, Citizen Engagement and Service Delivery in South Africa: A Critique of Legislative and Policy Considerations</p> <p>2. The African Peer Review Mechanism: a veritable tool for citizen engagement accountability in decentralized systems</p> <p>CONCURRENT SESSION: 4</p> <p><i>Good Governance, Service Delivery and Citizen Engagement</i></p> <p>1. Making sense of citizen engagement: Interrogating the opportunity structures and positioning of citizens in decentralization discourses in Malawi</p> <p>2. Decentralization, Deconcentration and Devolution: A Concept Review</p>	<p>Dr. Mataywa Busieka International and African Affairs, Dept. of Public Service Administration, Govt. of South Africa</p> <p>Dr Asiyat Chiweza University of Malawi</p> <p>Mr. Joseph O Dada Administrative Staff College of Nigeria (ASCON)</p>	<p>Chair Person: Olsen John Vidot Principal Secretary of the Community Development Department in the Ministry of Community Development and Youth, Seychelles</p>
10:30 – 11:00	HEALTH BREAK		
CONTINUATION OF CONCURRENT SESSIONS			
11:00 – 13:00	<p>CONCURRENT SESSION: 1 Strategies for Attracting and Retaining the Best Talent in the Public Service in Africa.</p> <p>CONCURRENT SESSION: 2 Local Development Financing for Service Delivery Improvement in Africa.</p>	<p>APS-HRMnet</p> <p>UNCDF</p>	<p>Human Resource</p> <p>Finance</p>

Time	ACTIVITY	PRESENTER	REMARKS
	<p>CONCURRENT SESSION: 3 Policy and Legal Perspectives Assessing the Record since Independence</p> <ol style="list-style-type: none"> 1. Decentralization and Local Economic Development in Uganda: Challenges and Prospects. 2. Décentralisation In Benin, Major New Challenges (Presentation in French) 3. Contesting the Political Space of Decentralization Development Planning in Rural Malawi: Insights from Project Selection in Mulanje and Mwanza Districts. 	<p>Prof. Yasin Olum Makerere University</p> <p>Nadia Irma Videhoun Dohou Town Council of Porto-Novo, Benin</p> <p>George Abel Mhango Centre for Security Studies, Mzuzu University, Malawi</p>	<p>Chair person: Mrs. Nkechi Ejele Permanent Secretary Office of the Head of Civil Service of the Federation, Nigeria</p> <p>Hon. Jerome Bougouma Ministre de l'administration Territoriale, de la Décentralisation et de la Sécurité, Burkina Faso</p>
	<p>CONCURRENT SESSION: 4 Good Governance, Service Delivery and Citizen Engagement</p> <ol style="list-style-type: none"> 1. The Chieftainship-local councils relationship and service delivery in Lesotho: A case Study of Four Community Councils 2. Mobile Technologies and Health Service Delivery Decentralization, a case study of Mali (Presentation in French). 3. The corporate responsibility of decentralized territorial collectivities (regions and councils) to enhance citizen participation, 	<p>Motlamelle Anthony Kapa National University of Lesotho</p> <p>Dr. Ousmane Ly Agence Nationale de Télésanté et d'Informatique Médicale, Ministère de la Santé, Mali</p> <p>Fritz Esambi Metutu Effiom South West Attorney General Chambers, Cameroon</p>	





TIME	ACTIVITY	PRESENTER	REMARKS
	reduce poverty and foster development in sub-Saharan Africa. (AAPAM Young Professional)		
13:00 – 14:00	LUNCH		
14:00 – 15:30	MEETING OF THE GENERAL ASSEMBLY AND ELECTIONS OF THE AAPAM EXECUTIVE COMMITTEE AND COUNCIL		All Delegates
14:00 – 15:30	Special session of AAPAM Young Professionals Network (AAPAMYPN)	<ol style="list-style-type: none"> 1. AAPAM Secretariat 2. Commonwealth Secretariat 3. Mpono Faso Chairlady AAPAMYPN 4. Fritz Esambi Metutu Effiom Member AAPAMYPN 	By Invitation Only
15:30 – 16:00	HEALTH BREAK		
15:30 – 16:00	Announcement of Election Results		All Delegates
19:00 – 21:00	DINNER AND CULTURAL EVENING Presentation of Awards for AAPAM Innovative Management Awards	Venue: Sunbird Hotel, Lilongwe	

DAY 4: THURSDAY 17TH NOVEMBER 2011

8.00 – 9.30	AAPAM EXECUTIVE COMMITTEE ORIENTATION/HANDOVER SESSION	AAPAM Incoming/Outgoing Executive Committee	By Invitation Only
10:00 – 12:00	MEETING OF AAPAM INCOMING EXECUTIVE COMMITTEE AND AAPAM DEVELOPMENT PARTNERS	AAPAM Incoming Executive Committee Representatives from: <ul style="list-style-type: none"> • IPAC • UNDESA • UNCDF • Commonwealth Secretariat 	By Invitation Only

9:30 – 17:00

EXCURSIONS
 Depart from Crossroads Hotel

Delegates

DAY 5: FRIDAY 18TH NOVEMBER 2011

TIME	ACTIVITY	PRESENTER	REMARKS
8:30 – 10:30	PLENARY 7 Ministerial Round Table	Facilitators Dr. John-Mary Kauzya Mr. George Matovu	Strengthening Public Administration in Local Governments in Africa
8:30 - 9:00	1. Presentations	Mr. George Kojo Scott (AAPAM)	
9:00 – 10:00	2. Ministers interventions		
10:00 – 10:30	3. Questions from the floor		
10:30 – 11:00	HEALTH BREAK		
11:00 – 12:30	PLENARY 8 1. Presentation of Concurrent Sessions Report 2. Presentation and Discussion of Communiqué		Chair person: Newly elected AAPAM President
12:30 – 13:00	CLOSING CEREMONY • Delegates Vote of Thanks • Invitation to the 34 th AAPAM Roundtable Conference by Host Country • Closing Statement by the newly elected AAPAM President • Closing of the Conference by an Official of the Government of Malawi		
13:00 – 14:00	LUNCH AND DEPARTURE		

THANK YOU GOVERNMENT AND PEOPLE OF THE REPUBLIC OF MALAWI



AFRICAN ASSOCIATION FOR PUBLIC ADMINISTRATION AND MANAGEMENT (AAPAM)

LIST OF AAPAM ANNUAL ROUNDTABLE CONFERENCES HELD SINCE 1978 TO DATE

Month & Year	Venue	Theme
1 Aug-78	Freetown, Sierra Leone	African Public Services: Prospects for the 1980's
2 Aug-79	Nairobi, Kenya	A Profile of the African Public Service in the 1980's
3 Sep-80	Victoria, Seychelles	African Public Services and Public Policy in the 1980's
4 Dec-81	Salisbury, Zimbabwe	Personnel Development Management and Utilisation in a Performance Oriented African Public Service in the 1980's
5 Nov-83	Arusha, Tanzania	The Changing Ecology of Public Administration and Management in Africa
6 Dec-84	Blantyre, Malawi	Public Enterprises Versus Privatisation: Which Way for Africa
7 Dec-85	Accra, Ghana	Food Crisis in Africa: Policy & Management Issues
8 Dec-86	Maseru, Lesotho	Policy and Management Issues in the Transport Sector
9 Dec-87	Gaborone, Botswana	African Crisis, Structural Adjustment and Impact on Responses by Public Administration and Management in Africa
10 Nov-88	Kampala, Uganda	Human Resource Development and Employment: Policy and Management Issues
11 Dec-89	Victoria, Seychelles	Towards Enhancing Entrepreneurship in African Public and Private Sectors
12 Dec-90	Abuja, Nigeria	Mobilising the Informal sector and NGO's for Recovery Development: Policy and Management Issues
13 Dec-91	Mbabane, Swaziland	Ethics and Accountability in African Public Services
14 Dec-92	Arusha, Tanzania	Managing Science and Technology Policy in Africa
15 Jan-94	Banjul, The Gambia	Political Pluralism and Good Governance in Africa: Implications for the Public Service
16 Nov-94	Nairobi, Kenya	Mobilisation and Utilisation of Resources for Effective Performance in the Public Service
17 Mar-96	Cairo, Egypt	Civil Service Reform in Africa: Past Experiences and Future Trends
18 Mar-97	Nairobi, Kenya	Decentralisation as a Principle of Democratic Governance in Africa: Issues and Options
19 Nov-97	Gaborone, Botswana	Preparing African Public Administration and Management for the 21st Century
20 Nov-98	Nairobi, Kenya	Public -Private Sector Partnership: the Path to Africa's Accelerated Development
21 Nov-99	Kampala, Uganda	Quality Management Assurances in Africa
22 Nov-2000	Victoria, Seychelles	Good Governance in Africa
23 Mar-02	Abuja, Nigeria	Managing Change in a Globalizing Economy
24 Nov-02	Maseru, Lesotho	The African Public Service in the 21st Century
25 Apr-04	Banjul, The Gambia	The Role of Public Service in Poverty Reduction Strategies: Challenges and Solutions
26 Mar-05	Mombasa, Kenya	The Enabling State and the Role of the Public Service in Wealth Creation: Problems and Strategies for Development in Africa
27 Dec-05	Livingstone, Zambia	Harnessing the Partnership of the Public and Non-State Sectors for Sustainable Development and Good Governance in Africa: Problems and the Way Forward
28 Dec-06	Arusha, Tanzania	Towards an Effective Delivery of Public Services in Africa
29 Sep-07	Mbabane, Swaziland	Political and Managerial Leadership for Change and Development in Africa
30 Oct-08	Accra, Ghana	Enhancing the Performance of the Public Service in a Developmental State
31 Sept-2009	Nairobi, Kenya	The World Economic Crisis: Challenges to the African Public Administration Systems
32 Nov-2010	Durban, South Africa	Repositioning the African Public Services for the Realization of National Visions
33 Nov-2011	Lilongwe, Malawi	Strengthening Citizen Engagement through Decentralization to Enhance Public Service Delivery in Africa

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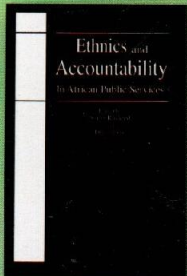
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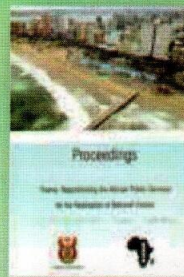


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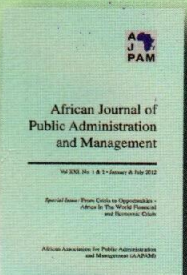
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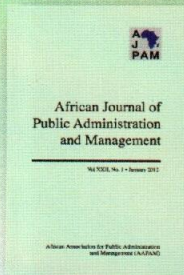
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Edited by Sadig Rasheed and Dele Olowu
USD \$ 10
ISBN 92 9064 0677



Proceedings of the 32nd AAPAM Roundtable Conference
Repositioning The African Public Services for the Realization of National Visions
Durban, South Africa
15-19 November 2010 USD \$ 10



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