

**The Enabling State
and the Role of the Public Service in
Wealth Creation:
Problems and Strategies
for Development in Africa**

Report of the 26th Roundtable Conference
of the African Association for Public Administration
and Management (AAPAM)

Mombasa • Kenya

7-11 March 2005



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Acknowledgements

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This Report was prepared by the Conference Chief Rapporteur, Professor Jide Balogun, Inter – Regional Advisor, United Nations Department of Economic and Social Affairs (UNDESA) and edited by the AAPAM Secretary General, Dr Yolamu R. Barongo.

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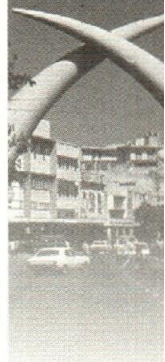
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Chapter I



Introduction

Since 1978 the African Association for Public Administration and Management (AAPAM) has held Annual Roundtable Conferences. Typically, the Theme of every Conference addresses a problem which is critical to Africa's development. The purpose of the Roundtable is to facilitate knowledge exchange and the sharing of experiences among senior public executives and academics in the African public administration and management community.

The 26th AAPAM Roundtable Conference was hosted by the Government of Kenya and held at Whitesands Hotel, Mombasa from 7th to 11th March 2005. Over 140 delegates from 16 countries participated in the Roundtable. They included Ministers of Government, Members of Parliament, Heads of Public Services and Secretaries to Cabinet, Directors-General of Staff Colleges and Management Development Institutes, Chairpersons of Public Service and other Service Commissions, Commissioners of Statutory Commissions, Senior Government officials, Representatives of International Organizations, Management Consultants, Academics and Researchers in Institutions of Higher Learning. The countries represented at the Roundtable included Angola, Cameroon, Canada, The Gambia, Ghana, Kenya, Lesotho, Nigeria, South Africa, Swaziland, Tanzania, Uganda, United Kingdom, United States of America, Zimbabwe and Zambia. The United Nations Department of Economic and Social Affairs (UNDESA), the Canadian International Development Agency (CIDA), the Institute of Public Administration of Canada (IPAC), the Commonwealth Secretariat, the Economic Community of West African States (ECOWAS) and the Eastern and Southern African Management Institute (ESAMI) were also represented.

The Theme of the Conference was **The Enabling State and the Role of the Public Service in Wealth Creation: Problems and Strategies for Development in Africa**. This theme was a continuation of the debate on the problem of poverty in Africa that was discussed at the previous Conference in Banjul, The Gambia in April 2004. The objectives of the Roundtable were to provide a forum for:

- (i) Discussing the meaning and essence of wealth creation, paying particular attention to the attributes that distinguishes the concept from the erstwhile focus on poverty alleviation strategies.
- (ii) Examining the role of the State in the design, implementation, monitoring and evaluation of wealth creation programmes.



- (iii) Focusing on the general and specific implications that the new wealth creation strategy have for public policy processes and institutions.
- (iv) Examining the role of the informal sector and non-state institutions in wealth creation.
- (v) Examining the Role of women in wealth creation.
- (vi) Exploring options for financing wealth creation programmes
- (vii) Discussing the human and institutional capacity building implications of the new strategy; and,
- (viii) Examining closely the programmes of the continental institutions (AU, NEPAD) and the Regional Economic Communities for Africa's development.

The Conference lasted for five days during which time participants conducted intense discussions of various aspects of the conference; a Communique was formulated and agreed on by all delegates. The English and French versions of the Communique are included in this report.

Chapter 2

Opening Ceremony

At the formal Opening Ceremony, statements were delivered by a number of eminent personalities among whom were **Mr Simon P. Njau, CBS**, Permanent Secretary/ Director, Directorate of Personnel Management, Office of the President, Government of Kenya; **Mr John Mitala**, AAPAM President, Head of Public Service and Secretary to Cabinet, Uganda Government and **Hon. William Ole Ntimama, EGH, MP**, Minister for Public Service, Office of the President, Government of Kenya who was the **Guest of Honour**. Solidarity remarks were also delivered by a representative of the donor agencies, **Mr Joseph Galimberti**, Executive Director of the Institute of Public Administration of Canada (IPAC).

Welcoming the participants, **Mr Simon P. Njau** stated that Kenya was privileged to host the distinguished delegates to the 26th AAPAM Roundtable Conference in the city of Mombasa. He applauded the activities of AAPAM which were intended to strengthen the capacity among those whose duty it was to develop and implement coherent public policies. He then introduced the guests seated at the high table.

In his statement, **Mr John Mitala** thanked the Kenya Government for hosting the AAPAM Secretariat in Nairobi and highlighted the contribution of the Directorate of Personnel Management, Office of the President, in providing a team of management consultants to conduct a study aimed at building capacity at the AAPAM Secretariat. He pointed out that each year the Conference theme addresses a subject which is considered to be of vital importance in the quest for Africa's development, good governance and excellence in Public Administration and Management. The conference provides a forum for interactive engagement, the sharing of learning experiences and knowledge exchange around a theme of contemporary and strategic relevance. The conference output is a set of proposals on the role of government and public service leaders in finding solutions to various development challenges.

He outlined some of the major tasks undertaken by the present AAPAM Executive Committee namely, improving relationships and dealings with African governments and partners in development and recruiting new corporate and individual members.

The AAPAM President, on behalf of the Roundtable, thanked the Government and the People of Kenya, not only for the facilities that Kenya, as the Host Country, had placed at the disposal of the Association but also for the Government's readiness to host the 26th Roundtable. The Association felt highly indebted to the Government





for its generosity and the good work it had done to ensure the success of the Roundtable.

The AAPAM President also expressed the Association's gratitude to a number of donor agencies and development partners for their unstinting support to the Association. He referred in particular to the Canadian International Development Agency, the Institute of Public Administration of Canada, the African Capacity Building Foundation, the United Nations Department of Economic and Social Affairs, as well as the backbone of the Association, that is, the African Governments and Members, both Corporate and Individual. He seized the opportunity provided by the occasion to formally welcome Angola into AAPAM, and looked forward to that country's active participation in the Association's activities.

Before formally declaring the Roundtable open, the Guest of Honour, **Hon William Ole Ntimama** commended AAPAM for organizing the conference. He pointed out the need for jumpstarting African economic growth for sustainable improvement and the achievement of long lasting results in the fight against poverty.

The Minister noted that development strategies needed to be reviewed and the role of the public service in wealth creation clearly articulated. He emphasized wealth creation as a collective effort of the state, the private sector, civil society and development partners. The public service, in his view, needs to be rejuvenated and reviewed to enhance the development of positive economic frameworks, a conducive environment, and effective resource utilization to enhance work ethics and meritocracy. He challenged AAPAM to build a knowledge base and knowledge sharing. He also encouraged the participants to find time to visit various parts of the country, and to appreciate the country's natural endowments.

Chapter 3



Proceedings

PLENARY SESSION I

Keynote Address

SPEAKER: **Hon Prof. Peter Anyang' Nyong'o**
(Minister for Planning and National Development,
Government of Kenya)

Session Chair: Mr Tlohang Sekhamane

Rapporteurs: Ms Rachael Ngesa
Mr Nura Mohammed

Presentation

In his **Keynote Address**, Hon. Prof. Peter Anyang' Nyong'o, first of all congratulated AAPAM on its decision to embark on a major paradigm shift – that is, the shift from "Poverty reduction/alleviation" to "wealth creation". He urged the delegates to focus on policies that enable scaling investments to create the wealth from which economic growth springs. He defined wealth creation as constant increase in assets, and as a perpetual quest for excellence and productivity. He pointed out that in order to critically analyze the issue of wealth creation, there was need to address the following questions.

- (i) Do the poor have resources at their disposal that they can put to better use if they are facilitated?
- (ii) What do the poor lack in order to be productive members of society?
- (iii) Who can work with them to address their capacity constraints?

These challenges, he argued, did not require a "handout approach" but a "facilitative and capacity creation approach". He challenged AAPAM to play its role in creating the necessary momentum for adoption of the wealth creation paradigm. Participants were also challenged to be part of the effort in identifying what works, how it works, when it works and where it works. He stated that the chances of succeeding beyond expectations are very high if we make a determined, disciplined, diligent,



and consistent effort to turn our countries around and at least achieve Millennium Development Goals.

The Minister proposed the following wealth creation process so as to reduce dependence on donors:

- (i) Implementing and upholding the rule of law;
- (ii) Having strong and enforceable property rights for all, including the civil society;
- (iii) Creating and strengthening the institutions that enable the creation of wealth to take place and promote employment opportunities;
- (iv) Turning the Public Service into a vehicle for guaranteeing opportunity, prosperity, equality and good governance for all in Africa.

The Minister cited the examples of Singapore, India and Malaysia which had succeeded in implementing poverty reduction strategies due to having clear focused political leadership, credible anti-corruption strategies, commitment to good management of public affairs and enterprising private sector. He warned that aid that is not synchronized effectively with investments and capital accumulation remains simply what it is—"aid".

He concluded his address by urging conference participants not to be ritualistic but to develop concrete "action plans" that will form the basis for making recommendations to governments, private sector and well-meaning development partners.

Discussions

During the discussions on the key-note speech, the participants of the Conference made the following interventions:

- (i) The major challenge in wealth creation is how to develop a visionary leadership class that is genuinely concerned about the conditions of the poor and committed to doing something positive to improve these conditions;
- (ii) This visionary leadership class is expected to operate at different levels – political, managerial, professional, and technocratic levels;
- (iii) The wealth creation strategy will be complete when we begin to ask questions why certain processes work, and others fail.

Recommendations

- (i) Careful thought should be given to how to engage the rural poor in the implementation of wealth strategies;
- (ii) The leadership class should be increasingly place high premium on integrity, and develop zero tolerance for corruption, mediocrity, and slovenly work habits.
- (iii) Civil society actors should place a proactive role in the recruitment and retrenchment of visionary leaders.

PLENARY SESSION 2

Overview of Wealth Creation Strategies and Prerequisites

PRESENTERS: Prof. Jide Balogun
Prof. Walter Oyugi

Session Chair: Prof. Sheikh Abdallah

Rapporteurs: Mrs Joyce Omondi-Deloge
Mr Nahashon Meme

Presentations

In his paper, entitled **Wealth Creation as an Alternative to Poverty Alleviation: A Tautology, a Day Dream or a Significant Paradigm Shift**, Prof Balogun compares the terms wealth creation with poverty alleviation. Based on his analysis of the assumptions underlying both strategies, he concludes that:

- (i) Wealth creation is conceptually and in policy terms different from poverty alleviation;
- (ii) Wealth creation seeks total liberation from poverty and its oppressive grip, while poverty alleviation takes "sporadic" measures to appease poverty;
- (iii) Wealth creation is comprehensive and long-term, whereas poverty alleviation seeks short-term measures;
- (iv) Wealth creation challenges the poor to ameliorate his/her conditions by producing goods and services in demand, while poverty alleviation portrays the poor as a victim of circumstances beyond control;
- (v) Wealth creation promotes the confidence and the dignity needed to overcome poverty, while poverty alleviation leaves the poor questioning his/her self-worth and doubting his/her ability to prosper;
- (vi) Wealth creation envisages a proactive role for government and public administration, in contrast to the minimalist logic underpinning poverty alleviation.

The paper then develops an understanding of poverty by giving two conceptual views. The first, the "income school of thought", views poverty as material deprivation. The second, "the wealth creation alternative", depicts poverty as a state of mind and a lack of capacity to recognize and optimize value-adding opportunities. The first conditions the poor to get used to poverty, and makes only occasional efforts to





“alleviate” or “reduce” it. The latter, by contrast, seeks to liberate the mind from “poverty” and victim psychology, and to empower the poor to improve his/her own condition.

The paper pays special attention to the psychological underpinnings of poverty and espouses that poverty alleviation is a negative concept that makes the poor not to perceive anything good in themselves.

Prof Balogun’s paper further sketches the essence of wealth creation in the African context. He contends that Africa is basically rich. What is constraining efforts at the productive and sustainable exploitation of the abundant resources is the lack of confidence in internal African abilities to “add value”. The way forward thus lies in encouraging economic actors to resist negative portrayals of their own abilities, and to develop healthy attitudes that would heighten individual and collective self-esteem.

The paper concludes by highlighting the following pre-requisites for wealth creation:

- (i) Cultivation of individual and collective self-esteem (essentially, a departure from the practice of self-denigration, and self-devaluation);
- (ii) Appreciation and sustainable exploitation of natural endowments;
- (iii) Productivity consciousness;
- (iv) Unceasing quest for excellence and perfection;
- (v) Under visionary leadership, development of governance ethos and practices that are supportive of wealth creation pursuits;
- (vi) Design and implementation of institutional and human capacity building measures targeted at wealth creation.

The second presentation by **Prof Walter Oyugi** focused on factors responsible for Africa’s poor socio-economic performance since independence. The paper looked at the general performance of African countries over the years by assessing selected countries against some indicators. It also proposed wealth creation as exit option—taking into account the un-salutary effects of past policies.

Prof. Oyugi observed that development has been slow in spite of the positive socio-economic indicators hinting at increases in per capita income. According to him, African countries are not developed because of poverty and rising inequality in the distribution of scarce resources and income. Poor political and economic governance has exacerbated the situation since independence. The governance systems have been characterized by authoritarian regimes, neo-patrimonial style of leadership and hence a need for good governance linked to wealth creation.

Like Prof. Balogun, Prof. Oyugi viewed poverty as material and non-material deprivation. Non-material deprivation includes subjects such as security, peace and dignity. Poverty could also be relative depending on the societal contexts that one lives in. All the same, and despite the numerous efforts to reduce poverty, a large



proportion of people still live below the poverty line in Africa (pegged at US\$ 1 per day). This indicates that in most African countries, the Millennium Development Goals (MDGs) would not be realized since the number of poor people keeps increasing by the day. The paper then explains that there is transitional poverty that could occur due to disasters while there is chronic poverty that lasts over time.

Among the reasons cited by Prof. Oyugi for the widening poverty are:

- (i) Failure of governance practices to be sensitive to the needs of the people;
- (ii) Privatization of the state corporations and the corruption associated with the process;
- (iii) Corruption that is aggravated by the symbiotic relationship between the political and the bureaucratic elite.

The roots of poverty are what Prof. Oyugi termed as 'undesirable developments' in the management of public affairs. There is need to develop unique ways of attacking the problems such as building capacity for good governance for wealth creation and distribution.

The paper highlights various ways methods adopted by African governments to address the problems. These include the implementation of Structural Adjustment Programmes (SAPs) that ignored the political reform agenda. SAPs particularly aggravated the situation of Poverty on the continent. For example, in Kenya, 11 million people (48%) were poor in 1990, but this number rose to 17 million (56%) in 2001.

Notwithstanding the administrative reform measures undertaken, there has been enormous mismanagement of public resources. The anti-corruption measures instituted have also failed to yield tangible results due to lack of good-will on the part of the key actors.

The World Bank/IMF privatization of state enterprises took place but it was not clear who the real beneficiaries were. Privatization in fact had negative impact on the economies since profits from private investments tended to be repatriated to developed countries at the peril of the African countries. Public service "downsizing" has also had its negative impacts.

While acknowledging the unique conditions prevailing in different African countries, the paper concludes by proposing possible exit options. Some of the initiatives proposed by the writer include:

- (i) Good Governance which is participative and responsive to the needs of the people – one that promotes equity and legitimacy. The system should also be technically viable by promoting efficiency in resource allocation;
- (ii) Redistribute justice with political goodwill.

If these are not taken into consideration, the paper contends, wealth creation would remain wishful thinking and would continue to be lacking in an ideological anchor.



Discussions

The comments of participants on the two presentations were as follows:

- (i) While wealth creation is an internal African initiative, it is still a recent entrant into, and an unfamiliar language in, the development vocabulary;
- (ii) In the light of the fact that the focus thus far has been on poverty alleviation and/or reduction, efforts need to be made to disseminate, among all stake - holders, information on wealth creation's key attributes;
- (iii) Visionary leadership is essential to the realization of the objectives of wealth creation (particularly, in so far, as wealth creation entails cultivating African self-esteem and confidence to engage in productive and sustainable exploitation of natural resources, enhancing the capacity to add value and boost productivity, and promoting a culture of excellence, and establishing a governance environment that enjoins equity and respect for human rights);
- (iv) The policy of privatization needs to be implemented with caution and due regard for equity in income distribution, employment generation, and each nation's medium- to long-term strategic interest.

Recommendations

In light of the preceding observations, the Roundtable recommends that:

- (i) Subsequent AAPAM Roundtable conferences stay with the theme of wealth creation, and focus on its different dimensions until such a time that its underlying message is fully internalized in policy circles, and in society in general;
- (ii) Strategies be formulated aimed not only at ensuring that the message of wealth creation reaches the policy makers and the public service, but also that the policies and strategies formulated in pursuance of the objective touch on the life of the generality of the people, and particularly, the rural poor;
- (iii) The leadership class (be they in politics, career public service, the private sector, civil society, or the academic community) imbibe the ethos of wealth creation, and take measures that enhance the Africans' image of themselves;
- (iv) While pursuing strategies aimed at promoting distributive equity and at cushioning the poor against the effects of economic restructuring, attention focus on empowering the poor to create their own wealth;
- (v) Capacity building measures be implemented aimed at closing gaps in wealth creation competencies among various stakeholders.

PLENARY SESSION 3

The Wealth Creation Problematique

PRESENTERS: Mr Joseph O.G. Dada
Mr Joseph Rugumyamheto
Dr John Forje (not present)

Session Chair: Mr Oliver M. Kalabo

Rapporteurs: Mr Humphrey Mokaya
Mr Nura Mohamed

Presentations

Introducing his topic, **Mr Joseph Dada** stated that he perceived no differences between wealth creation and poverty alleviation. He defined wealth creation as generating income, creating assets, promoting economic growth and better standards of living. According to him, wealth creation should increase productivity, boost human capital elements and increase the human development index of society.

Mr Dada saw wealth creation as emerging when coping strategies are activated and individuals respond to socio-economic challenges such as relief and alleviation. Empowerment also entails strategies where individuals gain power and exercise control over social, economic, cultural and political forces. He noted that there were two schools of thought on the concept of wealth – one holding that wealth is both static and fixed, and the other insisting that through the process of creation, value could be added to raw wealth. However, in defending the thesis that poverty alleviation is synonymous with wealth creation, Mr Dada did not indicate whether he subscribed to the static or the dynamic interpretation of wealth, only mentioning in passing that he believed in human creative potential. He acknowledged the possibility that wealth could be created through knowledge and skills improvement, advancement in technology and sciences and eventually in improvement of processes and birth of new ideas – which is the crux of the wealth creation argument.

With the contradiction yet to be resolved, Mr Dada proceeded to define “poverty alleviation” as the creation of general conditions, which allows dignity in life, where people are free to take decisions freely and where the poor participate in social, political and economic decision-making. He identified at least one clear difference between the two concepts: specifically, he acknowledged the fact that while poverty alleviation focuses on *coping strategies*, wealth creation focuses on both coping and *empowerment* strategies. He agreed with a point made earlier at the Second Plenary Session that wealth is not equal to monetary income.





Mr Dada endorsed the key proposals outlined in a paper presented by another resource person at the 25th Roundtable in Banjul, The Gambia, in April 2004, notably, that African governments take steps to:

- (i) Reappraise the preference for prestige, elite-targeted (and white-elephant) projects and embark on community lifting, people-oriented, poverty alleviating and value-adding investments;
- (ii) Encourage wealth creation pursuits and discourage the dependent, mendicant and sponger instincts;
- (iii) Focus on the informal sector problems.

In his own presentation titled, **Reforming the Public Service in Tanzania: A Critical Prerequisite to Economic Growth, Wealth Creation and Poverty Reduction**, Mr Joseph Rugumyamheto briefly described the socio-economic conditions of Tanzania. He noted that the performance of the economy was for some time unimpressive, with a per capital income as low as US\$180, high inflation rates, and persistent macro-economic and fiscal instability. At the same time, the public service was in a dire situation – with the proliferation of institutions and excess (and redundant) manpower.

It was against this background that Tanzania had taken major reform efforts since independence. The essence of the reforms was to revitalize the public service to:

- (i) Handle new responsibilities and forge partnerships with other stakeholders;
- (ii) Spearhead development in the economic and social spheres, and by so doing, respond to the expectations of the country's population;
- (iii) Build a cadre of personnel to undertake new and expanded functions.

The paper highlighted the changes that took place over three different periods, notably:

- (i) Post-independence period;
- (ii) The civil service reform era, 1991–1999;
- (iii) The post-2000 period.

The issues addressed in the recent years include the establishment of performance management systems, the development of a performance management culture, and the launching of quality improvement cycles.

The paper further discusses the issues and challenges facing public service reform efforts namely:

- (i) Lack of coherence, and the tendency to launch parallel and unrelated initiatives;
- (ii) How to ensure commitment to stated goals, and work towards clear targets;
- (iii) Weak pay and incentive systems.



To address the above-listed challenges, several initiatives were implemented, among them:

- (i) Implementation of Tanzania Performance Improvement Model (PIM) whose core element is the infrastructure of strategic planning process – The PIM has been introduced in all Ministries, Departments and Agencies (MDA's).
- (ii) Transfer of responsibility and ownership of Public Service Reform Phase (PSRP) implementation to MDA's, which are expected to take direct responsibility for action to address human resource capacity gaps.

Since the adoption of the PSRP, the reform activities have been mainstreamed. Since the Civil Service Reform Programme (CSRP) era in the 1990's, the reform effort has received considerable assistance from multilateral and bilateral development partners. As the pace of the reform moves forward, there is need to ensure that there is capacity to manage the change process and the accompanying challenges.

Besides reporting the progress attained in recent years in the area of governance, and particularly, after the introduction of multiparty competition, and with the dismantling of bureaucratic obstacles, the paper notes that Tanzania's public service reform efforts were being firmly anchored on the principle of wealth creation.

Discussions

Based on the two presentations and the participants' comments thereon, the session observed the following:

- (i) The dire economic situation in many African countries requires the leadership class to take bold, and sometimes, unpopular, decisions on the allocation of human and material resources;
- (ii) Public service reforms that the elite perceives to be working might be viewed differently by the poor, more so, when the latter sees itself as bearing the brunt of the reforms and gaining little from their implementation;
- (iii) Unless the attributes needed to create wealth are fostered – among them, time- and cost-consciousness, thrift, industry, discipline, alertness on and to duty, intolerance of corruption and slovenly work habits, as well as unceasing search for excellence and perfection – poverty will not go away;
- (iv) There is a clear difference between wealth creation and poverty alleviation, in so far, as the former seeks to liberate the poor from the yokes of poverty, while the latter is basically a coping strategy;
- (v) The future of Africa lies in the implementation of strategies that promote human dignity, thereby releasing the creative and inventive genius needed to add value, increase each nation's stock of wealth, and subdue poverty;



- (vi) Human dignity and self esteem tend to be adversely affected by policies that distrust the capability of the individual to make good, and, on flimsy grounds, deny the individual the opportunity to realize his/her innate potential.

Recommendations

In light of the foregoing observations, the Roundtable recommended that:

- (i) The improvement of service delivery systems be accorded high priority in the design and implementation of public service reform programmes;
- (ii) Diligent effort be made to involve all stakeholders in the evaluation of the impact of the reform programmes;
- (iii) measures be instituted aimed at fostering and developing wealth creation attributes;
- (iv) policies which place obstacles on optimum utilization of individual talent and skills be abrogated and replaced by those aimed at enhancing individual and group contributions to national development.

PLENARY SESSION 4

The State and Wealth Creation – Country Experiences

PRESENTERS: Ms Helen Allotey
Ms Maris Wanyera
Dr Finlay Sama Doh

Session Chair: Prof. Gelase Mutahaba

Rapporteurs: Mr Joseph O.G. Dada
Ms Rachael Ngesa

The Ghana Country paper entitled **A Critical Review of Productivity Trends in Ghana's Formal and Informal Sectors**, was presented by **Ms Helen Allotey**, Director, Ministry of Finance and Economic Planning, Ghana. The paper provides a comprehensive review of productivity trends in Ghana. It describes the role of the state in providing an enabling environment to increase productivity in the formal and informal sectors. The informal sector is large and maintains a critical link with the formal sectors. However, there is little documentation on the activities of the informal sector. The trends and the challenges highlighted in the paper include the following:



- (i) Agriculture and agro-industry have recorded improvements since 1993 but industrial and service sectors have experienced relatively low rates of growth;
- (ii) The multi-party era (starting from 1992) witnessed improved growth and poverty reduction;
- (iii) The need to shift from "inward looking" policies and approaches to a "market based" economy is being increasingly recognized;
- (iv) The same applies to the need to implement macro- and micro- measures that create wealth while ensuring environmental protection.

Creating an enabling environment in Ghana entailed strengthening the framework for efficient management of financial resources such as quarterly expenditure ceilings. Good governance was embedded in policy and, particularly, in the following acts: Internal Audit Agency Act, Financial Administration Act and Public Procurement Act. Direct state interventions included stimulating productivity by establishing the Ministry of Private Sector Development, Ministry of Women and Children Affairs and Emergency Social Relief Programmes. Presidential initiatives were put in place to enhance salt, garments, textile, oil palm and cassava starch production. The long-term Savings and Capital Development Bill was passed into law.

The author suggested the following strategies for wealth creation:

- (i) Provision of credit to finance micro enterprises and enable small-scale enterprises to "graduate" to high-level operations;
- (ii) Adoption of modern business practices and incorporation of modern technology in rural development programmes.
- (iii) Improvement (and constant maintenance) of social, economic and physical infrastructure for the poor and rural population;
- (iv) Job creation;
- (v) Exploitation of the benefits of international, regional and sub-regional markets e.g. AGOA;
- (vi) Encouragement of individual savings and investment.

In conclusion Ms Allotey submitted that achievement in wealth creation calls for fundamental discipline and sustaining investor confidence.

The second paper prepared by the Macroeconomics & Policy Department, Ministry of Finance, Planning and Economic Development (Uganda) and presented by **Ms Maris Wanyera** focused on Uganda's experience in wealth creation and outlined the broad strategy pursued to spur economic growth. Policies have been put in place to correct and eliminate fundamental market failures. Actions to increase the capability and effectiveness of Government include the development of institutions, improvement of technical and administrative capacity, reducing corruption and bringing Government closer to the people through decentralization. The fundamental role of Government should be to correct or eliminate the following market failures to provide an enabling environment for wealth creation: the institution of measures



to promote macroeconomic stability, provision of public goods and services to cope with externalities as well as with information and other market failures.

Uganda's broad strategy for economic growth is based on private sector and export-led growth. Strategies emphasize private investment; export diversification; and production determined by comparative and competitive advantage. Enhancement of productivity, increase in the competitiveness of products and household incomes (with strong focus on value addition) have also been identified as key priorities under Pillar II of Uganda's revised Poverty Eradication Action Plan. Other challenges include addressing:

- (i) Private sector-led growth and private investment, export-led growth and export diversification;
- (ii) Increasing production, competitiveness and incomes;
- (iii) Value addition;
- (iv) Limited capacity to handle agricultural research/extension and environmental degradation;
- (v) Incomplete markets, creative failures, information failures and inadequate scientific and technological research base;
- (vi) Limited exploitation of emerging trade opportunities.

The third paper focusing on Cameroon was titled **Governance, Equality and Public Management as Prerequisites for Providing an Enabling Environment in Cameroon** was presented by **Dr Finlay Sama Doh**. He began with a definition of the responsibilities of the state in a changing global environment. It outlined the role of the public service in promoting wealth creation through good governance and best practices. He reviewed policies and strategies that the Cameroon Government had put in place to facilitate wealth creation. He reviewed the sub-regional, regional and international prescriptions on how wealth can be created.

He stated that Cameroon attempted to revitalize the private sector by reforming the public service and the judiciary. Attention also focused on changing government policies to address good governance issues. He identified the following key issues and challenges faced by Cameroon:

- (i) Approximately half of the population live below poverty line (52%, 1998: 40.2%, 2001) with app. 50% coming from the rural areas;
- (ii) Unrealistic conditions by development partners for financial assistance;
- (iii) Inappropriate environment for informal sector development with poor design and implementation of strategic plans that tend to be over-ambitious impractical and do not involve all stakeholders;
- (iv) Lack of access to credit for small and medium-scale enterprises;
- (v) Growing incidence of corruption and other forms of deviant social behavior (attributable mostly to poverty).



Cameroon addressed some of these problems by facilitating, encouraging and complementing private sector initiatives through partnerships. Other intervention strategies include:

- (i) Public service and judicial reforms;
- (ii) Good governance programmes are being undertaken in collaboration with development partners (an example is the UNDP-supported programme aimed at enhancing accountability and transparency in the public service);
- (iii) Establishment of the OHABA Law seeks to harmonize business law in Africa;
- (iv) Establishing networks and linkages e.g. NEPAD, ASEAN, NAFTA, and a currency linked to the Euro;
- (v) Enhancing community based micro projects
- (vi) Environmental education campaigns, training and capacity building.

The author suggested the following strategies for wealth creation:

- (i) Empowering women, improving land ownership rights and controlling desertification;
- (ii) Establishing sub-regional, regional and international linkages;
- (iii) Enhancing good governance and involvement of all stakeholders in setting policy agenda;
- (iv) Protecting traditional African values against the negative effects of wealth creation;
- (v) Shifting the public service from an "in-ward looking, paper chasing" body into one that is "citizen engaging" and forges partnerships with other stakeholders;
- (vi) Strengthening training and capacity building;
- (vii) Consolidating and perfecting the rule of law and developing the infrastructure;
- (viii) Availing credit access to the poor especially women.

He concluded by emphasizing the need to critically assess the conditions for donor aid and strengthening the capacity for wealth creation.

Discussions

After an exhaustive discussion of the three papers, the participants noted that:

- (i) African governments are showing increasing interest in wealth creation and productivity improvement;
- (ii) The success of the wealth creation efforts hinges on a number of factors, among them, leadership commitment, good governance, and the enhancement of the competitiveness of African products;
- (iii) Effective leadership, change in individual mindset, technological advancement and capacity building are critical to success in wealth creation;



- (iv) African states need to consider loan conditions and assess the capacity to effectively utilize loan funds;
- (v) The enactment of too many policies may result in poor coordination and confusion.

Recommendations

Based on the preceding observations, the Roundtable recommended that:

- (i) Governments institute strategies aimed at ensuring optimum allocation of loan funds, and prompt repayment of loans;
- (ii) African academic institutions should incorporate wealth creation in their teaching and research programmes.

PLENARY SESSION 5

The Role of Women in Wealth Creation

PRESENTERS: Dr Hope C. Sadza
Mrs Gemma Mbaya

Session Chair: Prof. Patrick Muzaale

Rapporteurs: Mrs Joyce Omondi-Deloge
Mr Humphrey Mokaya

Presentations

Two presentations both titled **Enhancing the Role of Women in Wealth Creation** were made at the fifth plenary session. The resource persons were **Dr Hope C. Sadza**, Acting Vice Chancellor, Women's University in Africa, Harare, Zimbabwe; and **Mrs. Gemma Mbaya**, Head, Communication, Training and Personal Development Department, Kenya Institute of Administration.

The first presenter's key argument is that women play a significant role in the development of society and yet they are dis-empowered and excluded from wealth. Moreover, she contends that women continue to occupy a peripheral status in society despite the fact that they are the main producers in rural Africa. In a nutshell the author argues that women should be consciously mainstreamed in economic discourse if their role in wealth creation is to be optimized.

Dr Sadza's paper succinctly states that women's presence pervades crucial economic endeavours and affects wealth creation efforts. However, their concerns and needs as economic agents have for long gone un-noticed. This disconnection from economic

discourse engenders lop-sided gender roles where women work more but are recognized less.

Dr Sadza further argues that women have an intimate knowledge of their rural backgrounds and are thus equipped with capacities for wealth creation. However, and due to embedded gender inequities, they are inordinately exploited and not equitably involved in mainstream economic development.

At another level, Dr Sadza argues that there are inadequate resources for women in education infrastructure and human capital development. She argues that these are necessary existent pre-conditions for wealth creation. For without empowerment at the level of knowledge and skills then it would be difficult to have them play a catalytic role in wealth creation as change agents.

The paper proceeds to argue that whereas economies worldwide are entering the globalization loop, the same globalization has further marginalized women from the information highway instead of including them in information access as a tool for wealth creation. The argument is made that this has culminated in the feminization of poverty: a phenomenon that has rendered the role of women in wealth creation uncertain.

The author further contends that there are no specific gender sensitive policies and the political commitment requisite for mainstreaming gender in institutions and society. Perhaps because of this, women have not been given direct access to markets and to business opportunities. This, according to the paper serves as impediments to wealth creation.

Finally, the paper views the breakdown in social cohesion in African societies as culminating in complete disempowerment and dislocation of women. The resultant violence perpetrated against women caused by conflict makes them vulnerable and in effect impacts on their capacity to be meaningful agents of wealth creation.

In the second paper Mrs Mbaya based on her conceptualization of the multi faceted nature of African women in their communities. Despite the multiple roles played by women, they continue to languish in poverty and are excluded from the basic services available in their communities. Poverty is seen as denial of access to basic services. Women in effect remain voiceless, powerless, deprived and excluded.

Mrs Mbaya's paper catalogued factors affecting the participation of women in wealth creation as follows:

- (i) The stifling environment that exists in the African countries: an environment which hinders small producers, especially women, from accessing resources;
- (ii) Poorly designed institutional frameworks that discourage and inhibit dialogue and consultation;
- (iii) Inadequate legal and policy frameworks leading to arbitrary and uncoordinated approaches to social and economic development;





- (iv) Exclusion from of the rural and urban poor from decision making processes and from the information highway;
- (v) Armed conflicts and the related implications on military expenditures that consume more resources that should have been allocated to the provision of basic services;
- (vi) The negative rates of economic growth.

The author then makes the case for the importance of the role of women in wealth creation by outlining the roles played by women on three main fronts as follows:

- (i) The spiritual role of women in Muslim and Christian faiths is very strong and noble. The spiritual attributes of patience, perseverance, and determination are proposed that could be nurtured.
- (ii) The socio-cultural role of women is categorized in areas such as promoting norms, beliefs and values and transmitting the same to generations. Women take care of their children and the extended family. They also participate in community affairs. Traditional birth attendants are also seen to be increasing in the communities.
- (iii) The economic roles of women are backed by the fact that women contribute about 20% of the household products and form 70% of subsistence productivity in Africa but all these are not taken into account while computing the development indices for the countries.

The paper pushes a case for women to be viewed differently in the continent by advancing the following recommendations:

- (i) Women should be brought on board at the outset through dialogue and consultations.
- (ii) Their responses should be listened to, accustomed to their situation and acted upon
- (iii) Women should take ownership of the wealth creation processes so that they could benefit from it at the onset.

The paper then gave the following measures to be taken to enhance the role of women in wealth creation:

- (i) Wealth creation requires participation as well as the direct engagement of the economic actors;
- (ii) Skills are required to create wealth; hence the need for training targeted at women;
- (iii) Laws that are supportive of wealth creation endeavors should be enacted e.g. on land ownership;
- (iv) Access to credit through commercial banks and micro-finance should be assured;
- (v) Policies on small scale enterprises should be reviewed to ensure that women participate actively in wealth creation;

The author concluded that poverty has a feminine face hence the feminization of poverty requires that measures be inclusive.

Discussions

The issue of women aping western values and hence denigrating African traditional culture was raised. It was observed that the promotion of African values and ideals were important. The point was also made that women play an important role in productive activities in general, and wealth creation, in particular. It was observed that despite the efforts of women in production, men take charge of the productive processes. The big question was then: *What are the specific ways of addressing the issues of property ownership and control in decision-making?* The Roundtable observed, among things, that:

- (i) Women are critical development forces in development;
- (ii) They are particularly active in sectors that produce the bulk of wealth, including agriculture, services, and small-scale business enterprises;
- (iii) The women's role and contributions deserve to be fully recognized and adequately remunerated;

Recommendations

Among the recommendations proffered by the Roundtable are the following:

- (i) strategies aimed at supporting the diverse livelihood portfolios of women and empowering them for wealth creation should be formulated and implemented;
- (ii) women ought to have access to land, credit and technical assistance, especially when they intend to engage in agricultural, commercial or related activities;
- (iii) women should have access to information technology as a way of placing them abreast of developments in the world economy;
- (iv) more resources ought to be pumped into the education and human capacity development of women as a way of equipping them with the knowledge and skills which are necessary for wealth creation;
- (v) participatory and consultative processes that continually engage women in wealth creation should be introduced where they are lacking and strengthened where they currently exist;
- (vi) Contemporary wealth creation strategies should be reviewed to take into account women's multiple (spiritual, socio-cultural, parental) roles;
- (vii) Women should be encouraged to imbibe a savings culture, and provided with technical advisory services on the investment of surpluses





PLENARY SESSION 6

Governance Issues and Wealth Creation

PRESENTERS: Dr Paul N. Ndue
Mr Julius Mbeya and
Mr Chris Kiliko

Session Chair: Mr Sandile Ceko

Rapporteurs: Mr Nahashon Meme
Mr Joseph O. G. Dada

Presentations

Two papers were presented at the sixth plenary session. **Dr Paul N. Ndue**, Lecturer at the University of Yaounde II, presented the first paper under the title, **Democratization, Good Governance and Administrative Reform in Africa**. The second paper titled, **Discontinuity Between the State and Civil Society in Governance and Wealth Creation**, was presented by **Messrs Julius Mbeya and Chrispus Kiliko**, Graduate Students at the University of Nairobi.

Dr Ndue's paper began by defining the three concepts: democratization, good governance and administrative reform. Democratization was seen from two broad perspectives; the maximalist, and the minimalist. From the minimalist point of view, democratization focuses on the essentials of representative government. Under this system, governmental succession through the electoral process is guaranteed by law and sometimes enshrined in the constitution. In contrast, the maximalist conception of democracy broadens the scope to cover issues such as redistributive equity, social-economic reforms, popular participation, social justice as well as economic and human rights. The three stage process of democratization identified include political liberalization, political accountability and universal adult suffrage, and genuine political competition

Administrative reform was seen as the artificial inducement of administrative change, transformation of institutions and processes, and departure from existing arrangements. Since change breeds a sense of insecurity, administrative reform frequently triggers resistance. The more the process is perceived as political (rather than merely organizational) the greater the resistance.

Dr Ndue's paper attempted to establish the linkages between democratization and good Governance by arguing that the latter (good governance) has the ingredients, features, the functional and institutional prerequisites as well as the building blocks of democratization. These include an efficient public service, an independent judicial



system and legal framework to enforce contracts, accountable administration of public funds, credible legislative institutions, respect for the rule of law and human rights, an increasingly pluralistic society, and free press.

Relating the concepts to innovation and wealth creation, the paper identified five areas which required sustained attention, viz:

- (i) Institutional capacity building
- (ii) Promotion of development in least developed countries(LDCs)
- (iii) Administrative modernization
- (iv) Inventiveness
- (v) Information sharing.

In all, the three concepts are concerned with administrative improvement, effectiveness, efficiency and rationality.

Among the measures proposed by Dr Ndue in pursuance of governance reform objectives were:

- (i) Insulating the civil service and local government administrations from partisan politics;
- (ii) De-linking public policy and administrative process from family/ethnic ties, and other primordial considerations;
- (iii) The designing and implementation of capacity building programmes for different target groups in the public service;
- (iv) Reorientation of the public service towards development and wealth creation;
- (v) Inculcation of development ethos in public functionaries – whether they belong to the political class, or to the career public service.

The paper proposed that a research project be launched aimed at establishing the extent to which democratization, governance, and administrative reform programmes have impacted positively on accountability, popular participation, transparency, legitimacy, the empowerment of civil society and the responsiveness of the state to citizen demands.

The second paper was jointly presented by Julius Mbeya and Chrispus Kiliko. It began by asserting that the continued failure of the state to achieve developmental goals over the decades had led to a shift of attention to other non-state actors.

Proceeding from the above premise, the paper highlighted the role of the Parliaments and Ministerial Departments in Kenya in working with various civil society groups on projects designed to improve the peoples' living standards.

While appreciating the 'continued' relevance and the need of the state in the economy, the paper posited the view that the benefits of partnership with civil society can be enormous. For example, it could lead to improvements in the process of public policy making and in the quality of service delivery.



Introducing his paper, Dr. Kabumba examined key socio-cultural and economic factors that promote or hinder employee productivity and wealth creation in the African public service. Indifference to the need for job analysis, inequitable and low remuneration, non-vigorous staff appraisal systems, and inadequate opportunities for education and training were identified as problems that require urgent attention. Other key issues and challenges highlighted in the paper include the following:

- (i) Lack of accountability and corruption, which distorts competition;
- (ii) Leadership that does not adhere to personnel management rules, disrespects public servants, and has little confidence in their productive capacity;
- (iii) Disrespect for public servants, African scholars and experts;
- (iv) Inequitable and inadequate remuneration (including unreasonable delays in payment of salaries);
- (v) Insufficient opportunities for education, training and capacity building
- (vi) Difficulties in quantifying productive work especially in the public service and informal sectors of the economy;
- (vii) Ineffective and inefficient performance appraisal tools and lack of job analysis;
- (viii) Poor governance, socio-cultural factors;
- (ix) Inadequate or ineffective application of modern technology;
- (x) Low investment in research and development (R&D) projects;
- (xi) Lack of appreciation for (and at times, open hostility to) innovative ideas.

He stated that some government policies and regulations hinder employee productivity resulting in a less productive and de-motivated workforce. The negative attitude of most leaders towards their followers aggravates the situation, further contributing to ethical lapses, ethnicity, poor industrial relations, and weak competition. The unfairly wide gap in the remuneration of the highest and lowest paid workers needs to be addressed to ensure efficient human resource management in Africa.

Dr. Kabumba proposed several initiatives to address the above-mentioned obstacles to employee productivity in Africa. These include:

- (i) Ensuring that government policies and personnel regulations are relevant to Africa;
- (ii) Enhancement of research activities, encouragement of creativity and development of reward and incentive schemes for innovations;
- (iii) Incorporation of effective human resources strategies in national, ministerial, and corporate strategic plans;
- (iv) Reducing the excessive respect for symbols and form and shifting focus to substance and results;
- (v) Encouraging attitude change among employees through training and capacity building;



- (vi) Retention of positive aspects of the traditional family structures and work values in Africa and building on traditional best practices;
- (vii) Institution of measures aimed at addressing the employees' health and safety issues e.g. HIV/AIDs, occupational stress, and tensions springing from the work environment;
- (viii) Adoption of participative management principles which emphasize the involvement of all stakeholders in wealth creation;
- (ix) Recognition and reward of public servants and scholars who promote good governance and wealth creation initiatives.

The paper concludes by emphasizing the need to vigorously pursue a policy of employee productivity enhancement. Among the elements of this policy are acknowledgement of the innate worth of individual employees, leadership commitment to excellence and productivity, inculcation of "corporate democratic culture", and involvement of employees in the design, implementation, and evaluation of productivity improvement programmes.

The second paper was presented by Mr. Mbeya. He defined monitoring and evaluation in relation to the Poverty Reduction Strategy process. He described the role of monitoring and evaluation in wealth creation and outlined approaches and benefits of monitoring and evaluation. He defined monitoring as a regular tracking of inputs, activities, outputs and outcomes. According to him, monitoring involves assessing the impact of development activities at project, sector and national levels. Evaluation entails a systematic and objective assessment of the relevance, efficiency and effectiveness of wealth creation initiatives

In Kenya, assessing the impact of the Poverty Reduction Strategy Programmes (PRSP) has been difficult due to poor documentation of monitoring and evaluation indicators. Some of the key issues and challenges facing Kenya in implementing monitoring and evaluation are:

- (i) Improper or lack of documentation on project indicators, expected outputs and outcomes;
- (ii) Failure to inform civil society, public service and other stakeholders on the progress in the attainment of development objectives;
- (iii) High cost of monitoring and evaluation programmes;
- (iv) The obstacles placed in the way of monitoring and evaluation by agents of corruption and opponents of transparency;
- (v) The tendency of PRSP to be monitored or evaluated by foreign experts who have little knowledge of the African terrain;

To address the above-mentioned challenges several strategies were proposed for consideration by African states:



- (i) African states should not perceive monitoring and evaluation activities as punitive but as a means of disseminating information and sharing learning experiences;
- (ii) Indicators for the mid-term and end-term review of wealth creation initiatives should be developed;
- (iii) Institutional frameworks for good governance in project monitoring and evaluation should also be developed;
- (iv) The results of project monitoring and evaluation should be made available to stakeholders;
- (v) Monitoring and evaluations should be contextualized to ensure relevance to African needs.

The third resource person, Mr. Mofoua presented a paper on poverty reduction through wealth creation. He defined wealth as the amount of economically relevant public and private assets including physical, financial, human and "social" capital. The author acknowledges poverty as an adversary that Africa cannot afford to ignore. Since wealth grows at a lower rate than population growth, African states need to create wealth fast. The business ethics approach explores strategies for ensuring wealth sustainability by designing policies that redistribute and create new wealth. The paper outlines the poverty problem in Africa, tracing strategies that African governments have taken to create wealth since the post-independence era to 2004. It demonstrates the relevance of business ethics for poverty reduction and wealth creation.

Indeed poverty has been the most formidable force to undermining development in Africa, with 33 African states forming part of the 49 classified as least developed countries in the world. Lack of business ethics is exhibited in the following activities which public and private sectors engage in:

- (i) Amassing wealth and material goods for the "self";
- (ii) Unquenchable thirst for power and for material possessions;
- (iii) Destruction of resources for wealth creation, particularly, the environment;
- (iv) Negative mindset and lack of confidence to reduce poverty and create wealth.

The following strategies were submitted to enable incorporation of business ethics in wealth creation:

- (i) Incorporation of morality in decisions taken by government, civil society and development partners;
- (ii) Design of acceptable and realistic policies - policies that involve Africans, redistribute wealth equitably, and open doors to the creation of new wealth by the generality of the people;
- (iii) Involvement of local partners in development planning and decision making;
- (iv) Incorporation of local strategies, "know-how", and tactics, and utilization of domestic resources whenever possible.



The central proposition was to emphasize “wealth creation” and not poverty reduction. According to Mr Mofoua, wealth creation is a “noble activity driven by self-motivation and regard for others”. Business is about producing wealth in an ethical way which ensures that wealth is created properly to minimize destruction of the wealth created.

Dicussions and Recommendations

At the end of the presentations, the participants made comments and offered a number of recommendations, prominent among which were:

- (i) The Public Service can measure productivity using work plans that are time-bound and making possible periodic reviews of progress in wealth creation;
- (ii) Performance contracts should be introduced where they prove useful to performance evaluation and productivity management;
- (iii) The principle of merit should be reconciled with that of quota, and both should be fairly and transparently applied;
- (iv) Physical and psychological issues relating to the work environment and job security should be addressed to enhance productivity;
- (v) Retirement policies and regulations should be reviewed to ensure that serving officers do not have to agonize over how they would survive after leaving the public service;
- (vi) The mechanisms for training, career counseling and capacity building should be strengthened;
- (vii) Managers should feel free to punish employees if it is justifiable;
- (viii) Posts should not be created indiscriminately, and certainly not before rigorous job analyses are undertaken;
- (ix) The public service should perceive monitoring and evaluation as a sustainable means of attaining wealth creation goals;
- (x) Business ethics should include the appreciation of African traditional values;
- (xi) Ethics and values should be integrated in the curricula of educational institutions.

PLENARY SESSION 8

Institutional Reforms for Wealth Creation

PRESENTERS: Mr Njunga Mulikita (Not Present)
Dr Honest P. Ngowi (Not Present)
Prof. R.I.M Moletsane

Session Chair: Mr Emmanuel Kalule



Rapporteurs: Mrs Joyce Omondi-Deloge
Mr Nura Muhammed

Presentation

Three presentations were originally expected to be made at the eighth plenary session. However, only one paper was presented, that is, **The Public Sector and Wealth Creation: The case of Inter-Ministerial Developmental Paradigm for Sub-Saharan African in Lesotho**, by Prof. Moletsane, Director-General, Lesotho Institute of Public Administration and Management.

In his presentation, **Prof. Moletsane** started by describing the challenges facing the public service in Lesotho. Among the challenges identified by him are those of:

- (i) Reforming the government machinery (and the career bureaucracy);
- (ii) Confronting brain drain and high turnover ratio within government ministries;
- (iii) Inadequate training and job orientation;
- (iv) Managing the effects of globalization and information technology.

Prof. Moletsane noted that the biggest challenge today is how to improve the quality of people's lives and concurrently enhance opportunities for wealth creation. He indicated that members of the public service should, in their respective fields, take the lead in empowering those engaged in developmental and wealth creation pursuits. He highlighted the role of different ministries in Lesotho. He emphasized that public servants in each line ministries owe the society a lot. They are therefore expected to be active in the drive towards job creation, self-reliance and wealth creation. He underscored the need to re-establish and resuscitate the national institutions which fell on bad times and stopped functioning as originally conceived.

Prof. Moletsane further stressed the need to promote in the African the sprit of self-reliance. With regard to the role of civil society and women, he made a case for systematically identifying and empowering them for the objectives of wealth creation and development. He further counseled the public service to review its service delivery modalities so as to support and encourage wealth creation pursuits. He stated that it was not a question of resources or capacity, for these were in abundant supply. What was lacking, he noted, was the readiness to acknowledge our limitations, change our attitudes and constantly improve our performance.

Discussions

Following Prof. Moletsane's presentation, the participants commented as follows:

- (i) There is a connection between leadership and the performance of institutions;
- (ii) There is need to enhance the policy analytic, formulation, implementation



and evaluation capacities of individuals holding leadership positions in government and in the public service;

- (iii) Whether wealth creation activities will flourish or flounder depend to a large extent on the skills, attitudes, and motivation of service delivery agents in central and decentralized government institutions, and of service providers in the private as well as non-profit sectors;
- (iv) The key stakeholders need to be actively involved from the beginning in the conceptualization of the scope and strategic thrusts of public service reform, as well as in the design and implementation of the change management process.

Recommendations

The Roundtable thereafter recommended that:

- (ii) AAPAM organize a series of policy seminars aimed at developing the capacities of policy makers and the career public service to design and implement wealth creation policies;
- (iii) The capacity building initiative should extend to other stakeholders – the private sector, civil society, political parties, etc.

PLENARY SESSION 9

Establishing Synergies for Wealth Creation

PRESENTERS: Dr George Larbi
Mr Faustin Clovis Noundjeu
Dr John Forje (Not Present)
Nigeria Country Paper by Mrs Amni Sambo

Session Chair: Prof. Walter Oyugi

Rapporteurs: Mr Nahashon Meme
Mr Humphrey Mokaya

Presentations

Three resource persons presented papers on different aspects of the theme assigned to the ninth plenary session. The presenters were **Dr. George Larbi**, Senior Lecturer, International Development Department, School of Public Policy, University of Birmingham, UK; **Mr. Faustin Clovis Noundjeu**, of Cameroon, and **Mrs. Amni Sambo**, representing the



National Agency for Poverty Eradication and Development (NAPED) of Nigeria presented the Nigeria Country Paper.

In his paper, Dr Larbi argues that the promotion of synergies between the state and other non-state actors providers (NSPs) has had an uneasy relationship that ought to be streamlined so as to enhance the prospects for wealth creation.

The paper contends that government interventions have not established adequate and appropriate dialogue with non-state actors especially with regard to policy. The paper sees this as part of the long-term uneasy relationship between non-state providers and the public sector: where the latter always perceived the former with suspicion. The paper recommends that the two sectors should work in tandem to improve the lives of people on the continent.

The author proceeds to argue that NSPs have not been adequately commissioned or facilitated to allow them intervene adequately across all critical sectors. This, is due to the hostile and indifferent manner in which the state has continued to view NSPs.

The writer equally advances the idea that whereas the private sector has tremendous potential in investment, capacity and skills transfer, the opportunity to realize the potential has not been seized by the state.

At another level, the paper suggests that the relationship between the state and NSPs in Africa can at best be described as antagonistic, supervisory and regulatory. Examining these aspects at the health, education and water sectors, the author concludes that instead of being antagonistic, the state should attempt to be consultative. Rather than being a supervisor, the state ought to establish participatory processes in the provision of services together with NSPs. And instead of taking a regulatory stance, the state should move towards embracing representative overseeing of services by both the NSPs and itself.

The paper makes a strong case for state-NSPs collaboration. First, the majority of the poor in Nigeria lack access to public goods and services. Second, there is persistent under-funding of the social services sector. Third, there has been excessive over-dependence on oil as a source of revenue at the expense of other productive sectors.

The paper further argues that NSPs have specific capacities in the provision of services. With regard to water provision, they fill important gaps where the public networks do not reach a large proportion of burgeoning urban population in the area of health. Faith-based organizations (FBOs) provide 60% of health care. With regard to education the paper states that the public school system has continued to deteriorate and therefore the private sector has moved in to fill the gap.

The paper concludes that the state should continue to play a leading role in regulating the provision of services. This, the paper explains is necessary in as far as standards setting by the state is concerned. Moreover, the state should not abdicate its responsibility of service delivery, even when its capacity to enforce standards has increasingly come under scrutiny.

According to Dr Larbi's presentation, the long-term goal of the state, especially in the water sector, ought to be to attract private sector investment. The government should change its attitude with regard to NSPs basic service delivery. The paper notes that the present policy environment is attempting to encourage the formal private and voluntary sectors to participate in service delivery. The paper argues that the dialogue between NSPs and the state should be institutionalized.

Further, the paper contends that that NSPs should be vigorously vetted to allow for monitoring and attainment of quality and standards.

The second paper was presented in **French** by Mr Noundjeu whose main argument was that in the past there have been no constructive synergies created between the formal and informal sectors. The writer proceeds to argue that in fact the state has tended to harass the informal sector and yet the latter plays a significant role in wealth creation.

The writer contends that various factors have contributed to the poor performance of the economy of Cameroon in the last few decades. Most of the reasons are internal and include among others the breakdown of institutions.

The paper states that the informal sector has variously been perceived as an inconvenience – sector made up of shadowy, underground, "parallel" and "parasitic" institutions. This sector, the author argues, is characterized by a weak institutional capacity and low technology.

The writer further contends that previous Cameroon regimes have dealt with the informal sector rather coercively by destroying stalls, making arbitrary arrests (marked with the looting of poor traders' property). The frequent harassment of this class of people has adversely affected their ability to generate surpluses and to plough savings back into investment projects.

The writer provides some recommendations to help enhance the creation of synergies between the informal and formal sectors: viz.

- (i) The informal sector should be appropriately regulated to eliminate the risks of inconvenience;
- (ii) The informal sector should have access to collateral from banking institutions to boost their investment capacity;





- (iii) The state should collaborate with the informal sector on the preparation of a programme of action outlining the mission and vision of, and a code of conduct for, the latter;
- (iv) The informal sector should expose its members to training on how to conduct themselves in an orderly manner, keep simple books of accounts, collaborate on simple innovations, and improve the quality of their products;
- (v) Proper channels of communication should be established between the formal and informal sectors; and
- (vi) Incentive programmes for best performing informal sector participants should be introduced.

The third paper presented at the ninth plenary session was by Mrs Amni Sambo. She proceeded from the premise that wealth is the missing link in African development planning process. She argues that the public service is or should be the catalyst and facilitator for wealth creation. She further argues that the Nigerian state has put in place several measures aimed at revamping the role of the public service in wealth creation.

She reported the steps taken to revitalize governance and public administration systems in Nigeria. The measures identified by her include those taken to:

- (i) Promote democratization and good governance;
- (ii) Adopt a service charter delivery and formal code of ethics;
- (iii) Expose public servants to training in ethics;
- (iv) Establish budget monitoring and economic intelligence agencies
- (v) Establish anti-corruption and economic crime commissions; and
- (vi) Promote public-private partnership

The writer pointed to several challenges that face the public service in delivery of services. First, the public service is faced with the problem of reducing poverty and backwardness. Second, the public service must eliminate or reduce the heavy external debt burden. Third, the public service must ensure the malaise of marginalization and exclusion from the global economy. The writer also suggest that the public sector is challenged with public-private partnership (PPP) which it has as yet not actualized.

According to her, the Nigerian public service has identified certain areas in which urgent action was required. These are:

- (i) Improvement of infrastructure-power and water
- (ii) Increase of commercial banks capital base
- (iii) Empowering people by giving them access to basic services
- (iv) Creating 7 million new jobs
- (v) Accessibility to low cost housing
- (vi) Inauguration of special programmes for women and the disabled

She contended that for the challenges to be met, the state should ensure, as pre-existent factors:

- (i) A liberal private enterprise
- (ii) A positive and conducive investment climate
- (iii) A developed and functioning infrastructure
- (iv) An equitable and efficient tax regime

The author proffers certain recommendations with a view to enhancing the service delivery capacity of the public service. Among other things, the public service should be development-conscious, responsive to the yearnings and aspirations of the people, and be staffed by professionally competent and ethically oriented class of officials.

The author then concludes by indicating ways in which the Nigerian public service has sought to revamp its image and catalyze its role in service delivery

Discussions and Recommendations

Based on the issues raised by the three presenters, the participants noted that:

- (i) The public service should act as a catalyst and a facilitator in service delivery and wealth creation.
- (ii) The public and private sectors need to collaborate more in order to ensure generate and sustain a powerful momentum for wealth creation
- (iii) Good governance contributes directly to wealth creation and should therefore be synchronized in wealth creation endeavours
- (iv) The public sector should facilitate legitimate wealth creation pursuits in the private sector;
- (v) Wealth creation is a missing link in development: It should therefore be consciously mainstreamed in development planning and management processes.





Chapter 4

Group Discussions/Reports

In the course of the Conference, participants organized themselves in three working groups and met twice over two hours sessions to discuss in detail some issues that were raised in plenary sessions. The groups discussed the following topics:

- Group 1: **Visionary Leadership, Self Reliance, Good Governance and Wealth Creation:**
Challenges, Priority Policy Measures and Capacity Building.
- Group 2: **Re-examining the Role and Enhancement in Capacity of the Public Service in Wealth Creation:**
Challenges, Priority Measures, Synergies and Capacity Implications.

The term "Public service" covers the Civil Service, regulatory agencies, public enterprises, local governments and decentralized "field units".
- Group 3: **Raising the Profile and Minimizing the Role and SMEs in Wealth Creation:**
Challenges, Priority Measures and Capacity Building.

SMEs = Small & Medium-Scale Enterprises

Discussions

GROUP I

- TOPIC 1: **Visionary Leadership, Self-reliance, Good Governance and Wealth Creation:** Challenges, Priority Policy Measures, and Capacity Building Leadership

Definition: *The art of steering a group of people, an organization or a society towards a given direction*

Visionary Leadership

The ability and capacity of an individual to steer a group of people, an organisation or a society to a desirable end goal by pursuing a fair competitive and honest agenda.

Attributes of a visionary leader

A visionary leader should be: -

1. Highly knowledgeable;
2. Should be a source of inspiration and appeal to his or her people (his/her "Flock");
3. A person of high degree of integrity; a person of high moral values and standards;
4. A person whose actions should be compatible with the people he/she governs or leads. In other words he should identify with the plight and the problems of those he leads;
5. Should have foresight;
6. Should have the capacity to carry the people along with to the desirable end goal or destination;
7. Should have the intent to pursue a competitive agenda;
8. Should have a global outlook;
9. Be a prudent risk-taker – take a calculated risk;
10. Be a strategic thinker.


Challenges

1. Having relevant knowledge and staying relevant;
2. It takes time for one to acquire exposure and experience to be a visionary leader;
3. Deliberate refusal or reluctance to attract, select and maintain high calibre advisors;
4. Problem of acceptability by those he leads;
5. The need of the of the governed to see the vision as he sees it;
6. Creation of systems, institutions, framework and mechanisms that outlive the leaders;
7. Creation and sustenance atmosphere that that encourages natural emergence of leaders.

Priority Measures

1. Creation of conducive environment that empower citizens to demand accountable leadership;
2. Setting clearly definable and objectively verifiable standards and yardsticks of measuring and gauging a visionary leader;
3. Creating systems and institutions as well as mechanisms and frameworks which can stand the test of time and outlive the leaders;
4. Lack of succession plans;



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5. Creating systems and institutions as well as mechanisms and frameworks that will identify, spot, and nurture rare leadership skills which can stand the test of time and outlive the leaders.

Capacity Building

- (i) Regional and national;
- (ii) Establish staff training institutions for all cadre leaders.

Self-reliance

Definition: *The ability to manage ones affairs without undue dependence on external factors.*

Challenges

- (i) Being innovative by pursuing barrier breaking initiatives;
- (ii) Prudent management of assets and resources;
- (iii) Ability to stand against undue external and internal pressure.

Priority Measures

1. Encouraging innovativeness;
2. Encouraging culture of saving;
3. Encouraging people to live within their means;
4. The need for frugality on the part of our leaders and citizens;
5. Maintaining an up-to-date database of national records;
6. Execution and implementing;
7. Massive education and training of both young and old as well.

Capacity Building

- (i) Optimal utilisation of skills and resources;
- (ii) Encouraging teaching of entrepreneurship and business education curricula in learning institutions;
- (iii) Setting up of micro-finance institutions to assist small-scale businesspersons access loans.

Good Governance

Definition: *The process of managing a group of people, organization or national democratically.*

- (ii) Ability to achieve representation even with minority
- (iii) Putting credible person in leadership position

Challenges of Good Governance

- (ii) Internal divisions based on race, ethnic and religious and other discriminatory factors which undermine cohesiveness at the group, organizational or national level.



- (iii) Genuine difficulties in managing the modern economy .
- (iv) Governing economically, socially and politically disadvantaged people.
- (v) Socio-cultural factors which hinder development:- lavish consumption during weddings and funerals.
- (vi) Bridging the gap between the leaders and the led.

Priority Measures

- (i) Putting in place appropriate systems and mechanisms to promote good governance
- (ii) Demanding accountability from the leaders
- (iii) Establishing Strong, independent and accountable institutions which outlive leaders
- (iv) Responsible use of resources
- (v) Efficient and creative financial management

Capacity Building Measures

- (i) Discouraging people from demanding handouts instead of service from leaders
- (ii) Sensitisation of citizenry regarding their rights.

Conclusion

Once the above and other related measures are implemented, they are likely to create an environment conducive for wealth creation.

GROUP 2

TOPIC : **Re-Examining the Role and Enhancing The Capacity Of The Public Service In Wealth Creation:** Challenges, Priority Measures And Capacity Implications

Background

All inclusive definition of public service to include the groups identified. Historically the public service was created by the colonial powers for the purposes of subduing the population and advancing colonial interests and only later transformed into an instrument for development. The image of predation still continue to bedevil the public service. The baggage continues to date and manifested in a public service that is responsive to government in power but not the people who should be their masters. This struggle continues and manifests in distrust between the public and the public service.

Definition: *Organisations that offer service to the public and are financed by public funds hence must be accountable to the public.*



Challenges

Strategy and policy formulation

- (i) Hand out in poverty reduction versus hand up approach in wealth creation;
- (ii) A lack of common understanding of wealth creation as a vision;
- (iii) Lack of coordinating and integrating strategic goals and objectives at policy level leading to policy inconsistency. There is personalisation of policies and cases where conflicting policies address the same issue resulting;
- (iv) Weak capacity for policy formulation in some African countries;
- (v) Lack of proper framework for wider involvement and participation in the formulation process;
- (vi) Lack of continuity due to fragility of political systems.

Budgeting

- (i) Integrating planning, budgeting and policy;
- (ii) Making Medium Term Expenditure framework (MTEF)¹;
- (iii) Conflict between political influence and budgeting process. i.e political interference;
- (iv) Financial indiscipline/corruption arising from misappropriation;
- (v) Budget credibility- it has become an exercise in futility that is never followed;
- (vi) Inequity in resource allocation, priority areas are identified but not adequately funded e.g health and education;
- (vii) Over reliance on donor funding making sustainability and ownership of the budgets elusive.
- (viii) Reality of resource generation is overestimated;
- (ix) Over expenditure on recurrent rather than saving for development expenditure which will create wealth. There is a temptation to spend today. Recurrent and development expenditures are both ways of creating wealth. However, appropriation between operation and maintenance and personnel in recurrent budget and further between recurrent and development expenditure is elusive;
- (x) Lack of appropriate and quality data- GDDS (Good Data Dissemination Systems) that gives advantage to multilateral organisations to dictate policies.

Implementation

1. Lack of requisite capacity for implementation.
 - (a) Integrity of leadership
 - (b) Finance
 - (i) Corruption and misappropriation of funds
 - (ii) Inadequacy because of low tax base to raise enough funds
 - (iii) Inefficiency in allocating these resources

¹Objective of MTEF is to involve stakeholders in identifying programme priorities and subsequently allocating available limited resources according to the identified priorities.



- (iv) Financial indiscipline results in re-allocations rendering budgets ineffective.
 - (c) Physical
 - (i) Information infrastructure where it is, there may be information overload and underutilization.
 - (ii) ICT capacity that is not properly integrated with the policy process
 - (iii) Non equitability in distributed
 - (iv) Inadequate finance results in tools and equipment being in short supply and inequitably distributed.
 - (d) Human
 - (i) Quality and skills
 - (ii) Commitment
2. Political and executive interference in the prioritisation. This interference has two angles, over expenditure and misappropriation. For political expediency, a good wealth creation effort is crowded out because of patronage of the public service by the executive.
 3. Lack of effective checks and balances, the legislature is weighed down by the powerful executive.
 4. Bureaucratic red tape that lengthens the processes, resources are spent on the policy formulation and budget process than implementation. The same happens in the time taken in the process of approving the budget. Leaving limited time for implementation that is done in a hurry and often poorly.
 5. The mindset that uses a budget as an instrument of tyranny- AIE process.
 6. Mismatch between the public expectation and resource allocation. As this expectation has continued to dwindle, public demands less of the public service and hence fuelling underperformance in the public service.
 7. Lack of synergistic partnership between public and private sector.

Monitoring and Evaluation(M&E)

M&E is a control mechanism that seeks accountability in the civil service. Inherent in M&E is a standard, measurement and corrective action. It is a new paradigm that has not been part of public service in Africa.

Standards address the fact that the public must be aware of what is to be delivered through a written down charter and strategies or work plans, measurement refers to periodic reviews of what has to be delivered and take corrective action is obvious.

- (i) Adequate deployment of resources to the M&E process
- (ii) Lack of national evaluation capacity arising from lack of sufficient allocation to training of local staff.
- (iii) What is to be measured is at times unclear, some public goods are not easily measurable.



- (iv) Who decides what is to be measured- the charters that are written down could be helpful in this case.
- (v) Corrective action needs proactive action not reactionary action.
- (vi) Feedback loop that quickly informs the process.

Prioritisation

1. Implementation
2. M&E
3. Capacity building
 - (i) Targeted training that is tied with career progression in the civil service, training needs assessment already done.
 - (ii) Adequate allocation for training- this should be ring fenced
 - (i) Performance based reward system (Performance Contracting) that gives incentive to high performance and sanctions poor performance.
 - (ii) Attracting and recruiting appropriate high fliers- cosmopolitans rather than locals.
 - (iii) Building national evaluation capacity, the critical mass that will embed M&E in public services
4. Appropriate financial legislation to rid public service of indiscipline like procurement contracts.
5. Enforcement of existing control legislations like internal and external audit. Empower the controller and auditor general that is de-linked from the executive and reports to the legislature.
6. Empower the judiciary to punish and prosecute indiscipline. This will encourage leadership that respects due process.
7. Constitutional amendments that encourage the separation of powers e.g Keter motion in Kenya that will de-link the legislature, judiciary and the executive.
8. Greater ICT compliance for data collection, use and dissemination.
9. Service charters that are realistic, measurable and awakens the demand side of public goods.
10. Shorten the bureaucracy and empower implementing officers to take corrective action.
11. Top management commitment to internal and external M&E

Synergies

1. Within the public sector
 - (i) Combine recruitment and training with appropriate reward system
 - (ii) M&E and appropriate legislation will provide necessary feedback as well as checks and balances
 - (iii) ICT with GDDS- garbage in garbage out is checked.



2. Redefine the already existing partnership between public and private sector and expand the scope of this partnership to ensure that the government and private sector are equal partners in wealth creation.
3. Recognize the important contribution of the informal sector to the process of wealth creation, empower the sector through training (business skills) and sensitization. Creation of credit opportunities facilitating marketing and finally, develop a framework for minimum state regulation with emphasis on self regulation.
4. Reinforce the relationship between the state and civil society and enhance the role played by the civil society in bridging the gap between the state and society. It is recognised that the civil society has better delivery in, inter alia, in the areas of HIV/AIDS, governance and human rights.

GROUP 3

TOPIC 3: Raising the profile and maximizing the role of women and SMES in wealth creation

Preamble

The group derived the following terms of reference (TORs) from the topic

- TOR 1:** To outline the challenges in raising the profile and maximizing the role of women in wealth creation.
- TOR 2:** To identify and prioritise measures that could be taken to overcome or reduce the challenges identified in TOR1 and to raise the profile and maximize the role of women in wealth creation.
- TOR3:** To propose strategies for building women's capacity for effective participation in wealth creation and performance of other roles.
- TOR4:** To outline the challenges facing SNEs, particularly those owned by those owned by women.
- TOR5:** To identify and prioritise measures that could be taken to overcome or reduce the challenges outlined in TOR4 in order to maximize the role of women owned SMEs, in wealth creation.
- TOR6:** To propose strategies for building SMEs capacity to contribute effectively to wealth creation



Challenges, Priority Measure and Capacity Building Strategies

Challenges Faced by Women

1. Raising the confidence and self esteem of women in themselves and in their fellow women
2. Breaking cultural barriers that hinder women's progress socially, economically, politically, etc.
3. Identifying, and acting on, other factors (non-cultural) that inhibit the advancement of women, e.g. early pregnancies among school girls
4. Developing intervention programmes that are appropriate for all cadres of women:
 - Elite vs non elite women;
 - Urban vs rural women;
 - Married vs single women;
 - Younger vs older women;
 - Single mothers;
 - Women with children living on the streets;
 - Orphaned families headed by girls.

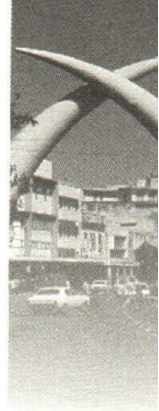
Challenges to SMEs

1. Low levels of literacy
2. Inability to access capital compounded by the problem of collateral arising largely from lack of property/land ownership
3. Limited market outlets for products
4. The prevailing business environment
5. Lack of diversity of product lines
6. Failure to save and reinvest

Priority Measures

A: WOMEN

1. Provide civic education to enable women:
 - (i) gain confidence in themselves and their fellow women;
 - (ii) know their rights with respect to ownership of land, livestock;
 - (iii) other forms of assets, etc;
2. Provide legislation to safeguard the rights of women and promote their interests
 - (i) land (property ownership and inheritance);
 - (ii) equality in marriage (similar to Lesotho's married persons equality bill);
3. Develop Affirmative Action Policy, particularly targeting: -
 - (i) Admission of women to higher institutions of learning;



- (ii) Representation of women in the legislature and other institutions of governance;
- (iii) Credit facilities for women.
4. Increase the provision of adult literacy, functional literacy and basic business training for women.
5. Reduce the rate of drop-out by girls from institutions of learning by giving them extra support to enable them attend to their personal needs.
6. Provide family education on the need to reduce domestic workload for girls to enable them spend more time on their studies.
7. Provide sources of water close to villages in the countryside and alternative cheap source of energy to reduce the effort and time rural women spend looking for these commodities. This will give women time to engage in wealth creation activities.
8. Introduce food for work programmes particularly in the countryside to enable them make ends meet. While this is largely a relief effort, it is a critical prerequisite for any wealth creation ventures.
9. HIV-AIDS

B: SMEs

1. Increase the provision of adult literacy, functional literacy and basic business training for women who operate SMEs.
2. Establish or strengthen existing community based organisations.

Capacity Building Strategies

A: WOMEN

1. Promote girls' education by: -
 - (i) encouraging them to have confidence and belief in themselves;
 - (ii) providing adequate facilities in girls' schools and sensitising school administrators to the unique needs of girls;
 - (iii) availing more bursaries and other forms of financial support to girls;
 - (iv) educating families on the need to reduce domestic workload for girls to enable them spend more time on their studies.
2. Promote relevant functional adult literacy classes by developing learning material tailor -made for adult learners.
3. Reduce drop-out rate of girls from institutions of higher learning.
4. Provide for the basic needs of women in the countryside through programmes such as food for work.
5. Provide sources of water close to consumers and cheap alternative sources of energy, specifically in the country side.
6. Establish role models of successful women for girls and young women to emulate.



B: SMEs

1. Develop structures and systems for marketing the products of SMEs such as producer cooperatives.
2. Develop business acumen through training in basic business skills.

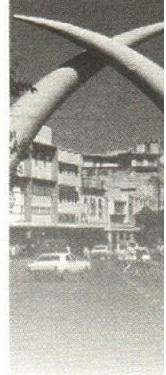
Conclusion

All the strategies outlined above are critical for enhancing the capacity of women and SMEs to engage in meaningful wealth creation.

Recommendations

1. AAPAM Secretariat should compile and to distribute to its chapters the outcome of the strategies proposed by the three groups at the 26th Roundtable conference. These should also be presented at the next conference.
2. for these strategies to be implement successfully, it is necessary to solicit political good-will of Africa governments.
3. It is of utmost importance to secure involvement of government ministries and agencies that deal with issues that relate to gender and SMEs.
4. Men should be encouraged to work hand in hand with women in the implementation of the strategies proposed in this paper.

Annex I



Speeches

(i) **Opening Speech by AAPAM President**

Mr John Mitala,
Head of Public Service and Secretary to Cabinet
Government of Uganda

- **The Guest of Honour, Hon. William Ole Ntimama**, EGH, M.P. Minister for Public Service, Office of the President, Republic of Kenya.
- **Hon. Prof. Peter Anyang' Nyong'o**, EGH, MP, Minister for Planning and National Development, Republic of Kenya.
- Head of the Public Service and Secretary to the Cabinet, President's Office , Republic of Kenya, **Amb. Francis K. Muthaura**, EGH.
- Heads of the Public Service from other African Countries present.
- **Mr Simon P. Njau**, CBS., Permanent Secretary/Director, Directorate of Personnel Management, Office of the President, Republic of Kenya.
- Members of AAPAM Executive Committee.
- Permanent Secretaries and Chief Executive Officers of Public Institutions Present.
- Your Excellencies Ambassadors, High Commissioners and Heads of Missions.
- Members of the AAPAM Council and Chairpersons of National Chapters.
- AAPAM Development Partners, namely:-
 - (i) Mr. **Joseph Galimberti**, Executive Director, Institute of Public Administration of Canada (IPAC)
 - (ii) **Mr Gérard Bélinger**, Senior Programme Officer, Canadian International Development Agency (CIDA), and
 - (iii) **Dr Soumana Sako**, Executive Secretary, African Capacity Building Foundation (ACBF)
- The Chairperson and Members of the National Organising Committee for this Roundtable Conference
- The Secretary General of AAPAM
- Invited Guests
- Ladies and Gentlemen - All Protocols Observed



Introduction

The Guest of Honour. We are extremely delighted by your acceptance to come and preside over the opening Ceremony of the 26th Roundtable Conference of our Association – the African Association for Public Administration and Management (AAPAM). Given your extremely busy schedule, I thank you on behalf of all of us here present and the entire AAPAM membership for having spared part of your valuable time for us. This is yet another indication of the valuable support given to AAPAM by the Kenya Government.

The Government of Kenya has indeed over the years provided valuable support to AAPAM in many ways for which we are very grateful. First, since 1992 the AAPAM Secretariat has been located in Nairobi where it was accorded a diplomatic status. This has had the effect of providing AAPAM with a good and easy working relationship with the Government, the International Organizations and Diplomatic Missions based in Kenya. We sincerely thank the Kenya Government for hosting the AAPAM Secretariat in Nairobi and all the support that has been accorded to it.

Many times, AAPAM has approached the Government of Kenya for assistance of various kinds and our requests have always been readily granted. Just recently, the Directorate of Personnel Management, Office of the President, provided a Team of Management Consultants to conduct a study aimed at building capacity at the AAPAM Secretariat. The team did a good job and the implementation of the recommendations of that study will indeed go along way in enhancing the capacity of AAPAM.

Since the AAPAM Roundtable Conference Programme began in 1978, 26 of these Conferences, including this one, have been held. By tradition, these conferences are hosted by various African Governments. It is satisfying to note that out of the 26 Roundtable Conferences held so far, Kenya has hosted five making it the country that has hosted the greatest number of AAPAM Roundtable Conferences. This is another indicator of the Kenya Government's support of AAPAM.

Roundtable Concept

If I may remind you, in 1978 our predecessors in AAPAM came up with the noble idea of holding annual Roundtable Conferences. Each year the Conference Theme addresses a subject which is considered to be of vital importance in our quest for Africa's development, good governance and excellence in public administration and management. The Conference brings together high level Public Sector Managers in the African Public Services, Management Consultants, Academics and Researchers in the fields of Public Administration and Business Management, Leaders that are interested in development issues as well as young Civil Society organizations, Professionals in the African Civil Services and the Public Sector generally. The

Conference provides a Forum for interactive engagement of various ideas on a particular subject, the sharing of learning experiences and knowledge exchange. The outcome of all these is to reinvent the role of the Public Sector Managers in finding solutions to particular problems of development and public administration facing the African countries. The AAPAM Roundtables, therefore, are aimed at Leadership and Management Development in the Public Sector which is a vital institution of the State that shoulders the responsibility of spearheading the development of the country.

The 26TH Roundtable Conference

The Theme of this Roundtable Conference is, **"The Enabling State and the Role of the Public Service in Wealth Creation: Problems and Strategies for Development in Africa."** This, in a way, is a continuation of the debate on the problem of poverty in Africa that was started at the last Conference which was held in Banjul, The Gambia in April 2004. The Banjul Roundtable addressed the Theme entitled **"The Role of the Public Service in Poverty Reduction Strategies: Challenges and Solutions."** This year's theme carries forward the unfinished business of the Banjul Conference. The delegates that attended that conference were not satisfied by limiting our search for development to strategies that could merely reduce or alleviate poverty. It was recognized that just reducing or alleviating poverty does not alter the fact that poverty remains a problem. Thus this strategy offers no solution to the problem of poverty facing the African countries. Hence, it was found necessary to go beyond the poverty reduction or alleviation strategies and search for ways and means of creating wealth as a means of addressing the problem of poverty. The theme of this Conference has an inherent positive approach as apposed to the usual lamentations.

The task before this Roundtable Conference, therefore, is to identify the critical factors responsible for creating wealth and the role which the State and its agent, the Public Service, can play in enabling the process of wealth creation.

In summary, our five – day Conference, led by expert presentations and discussions, shall address the following areas:

- (i) Essence of wealth creation paying particular attention to the attributes that distinguish the concept from the erstwhile focus of poverty alleviation or poverty reduction strategies.
- (ii) The role of the State in the design, implementation, monitoring and evaluation of wealth creation programmes.
- (iii) Focusing attention on the general and specific implications that the new wealth creation strategy has for public policy processes and institution.
- (iv) The role of the informal sector and non-state institutions such as business enterprises, civic bodies, co-operative and thrift societies, in wealth creation.





- (v) The role of women in wealth creation
- (vi) Options for financing wealth creation programmes.
- (vii) The human and institutional capacity building implications for the new strategy and,
- (viii) The continental (AU, NEPAD) and Regional Economic Groupings' Programmes for Africa's Development.

Strengthening AAPAM and its Programmes

It should be recalled that the present AAPAM Executive Committee was elected into office for a three – year term at the 24th Annual Roundtable Conference that was held in Maseru, Lesotho in November 2002. The Committee is, therefore, in its third and final year of its current tenure of office.

During the time the Committee has been in the office, quite a number of tasks have been undertaken that have gone a long way to revitalizing and strengthening the Association. We have improved our relationships and dealings with African Governments, including forging linkages with a number of Francophone African Countries. New National AAPAM Chapters have been established or are in the process of being established. Those that have been dormant in the past are being revived.

The Association has made a modest success in recruiting new members both Corporate and Individual. We have strengthened our relationships with our partners in development, in particular the sponsors of our programmes and activities. We have actively participated in activities and Workshops organized by the United Nations Department of Economic and Social Affairs (UNDESA) and the New Partnership for Africa's Development (NEPAD). In the process, we have acquired a reasonable capacity whereby we think AAPAM can now play a positive role in contributing to the realization of the United Nations Millennium Development Goals (MDGs) and the African Union's and NEPAD's development objectives.

Drawing examples from our sister organizations, most particularly, the Institute of Public Administration of Canada, (IPAC), AAPAM is in the process of re-orienting its programme of activities. This will include the infusion of innovations which will be geared to the promotion to greater heights, best practices, excellence and professionalism in public administration and management in Africa. We are thinking of following IPAC's inspiration of establishing an Awards Programme, the details of which shall be made known widely as soon as all organizational support requirements have been finalized.

Conclusion

- The Guest of Honour
- Honourable Minister for Planning and National Development, Republic of Kenya
- Distinguished High Level Officials of the Government

- Members of the Diplomatic Corps
- Ladies and Gentlemen

Allow me, on behalf of AAPAM Executive, AAPAM Council and the AAPAM General Assembly to once again extend our profound gratitude to the Government of Kenya for hosting this Roundtable Conference in this beautiful coastal city of Mombasa. We are aware that the Government has put in a lot of resources both financial and material in organizing this Conference. We thank all those Government officials and volunteers for their effort in seeing to it that this Conference is successful.

We thank the African Governments and our members, both Corporate and Individuals, who have supported AAPAM in the past and continue to do so. We appeal to the African Union (AU), NEPAD and the Regional Economic Communities to support AAPAM by involving it in their programmes because this Association has a role to play in achieving the noble objectives of Africa's development.

Before I conclude my Address, let me pay a special tribute to two great supporters of AAPAM who have provided generous financial grants to support this Roundtable Conference. The first is our traditional supporter – the **Institute of Public Administration of Canada (IPAC)** – and the second is the **African Capacity Building Foundation (ACBF)** whose headquarters is in Harare, Zimbabwe. Every year IPAC budgets for AAPAM Conferences under the **Public Sector Capacity Building for Governance and Social Development Programme** funded by the Canadian International Development Agency (CIDA). These funds are passed on to AAPAM by IPAC to support the Annual Roundtable Conferences including the present one. The ACBF has also provided AAPAM a very generous grant to support this Roundtable. I would like to request the Executive Director of IPAC Mr Joseph Galimberti, the CIDA Project Officer, Mr GÉrald BÉlanger and the Executive Secretary of ACBF, Dr Soumana Sako, or their representatives who are here to stand up for recognition, and I ask the audience to join me in giving them a round applause.

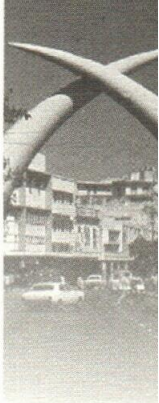
Finally, with Great Humility, let me thank on behalf of all of us here present and the AAPAM family, Hon. William Ole Ntimama, Minister for Public Service, President's Office, Republic of Kenya for honouring us by his presence at this ceremony.

I thank you for your attention and may God Bless us all.

Opening Speech by the Guest of Honour

Honourable William Ole Ntimama, EGH, MP,
Minister of State for Public Service, Office of the President, Republic of Kenya

The President of AAPAM, Mr John Mitala;
Heads of Delegations from AAPAM member countries;
Representatives of International Organizations and other Donor Agencies;





Chief Executives of Private Organization and the NGO network;
Distinguished Delegates and invited Guests;
Members of the Press;
Ladies and Gentlemen

I feel greatly humbled by the privilege you have given me to officially open the 26th AAPAM Annual Roundtable Conference. On behalf of the Government and the people of Kenya, I wish to warmly welcome you to this beautiful country with a big heart.

Ladies and Gentlemen

I am informed that the conference organizing committee will ensure that the hospitality of the Kenyan people is seen beyond this conference hall and hotel. I wish to encourage all of you, especially those visiting Kenya for the first time, to take time off to see a bit of the country and its people's way of life. What you will see in Mombasa and its environs in the course of this conference is only a tip of the iceberg. Create time and travel upcountry after the conference to see this country's national heritage, including its abundance of wildlife, mountains that rise to the skies, the deep valleys, plateaus, rolling plains, fresh water lakes. I simply cannot exhaust the list. Please go and see for yourselves. It will add flavour to your visit to this country to attend this conference.

Ladies and Gentlemen

Let me turn briefly to some of the issues I consider relevant to this conference. One of the major challenges facing Africa today is that of jump-starting economic growth to achieve sustainable improvement in the standard of welfare of the citizenry by reducing the high incidence of poverty that affects more than half the continent's population. The theme of this roundtable conference, "**The Enabling State and the Role of the Public Service in Wealth Creation: Problems and Strategies for Development in Africa**" underscores our common determination to achieve long lasting results in the fight against poverty. This roundtable conference is, therefore, expected to make a critical examination of the nature and extent of poverty in Africa: review development strategies of African Governments; explore the role of the public service in wealth creation; and provide the basis for cross-fertilization of ideas and experiences.

Ladies and Gentlemen

In Kenya, the Government recognizes that reforming the public service lies at the heart of tackling poverty. Its mandate, structure and operation are being reshaped while productivity is raised to more effectively facilitate private sector activities to lead the battle against poverty. A learner public service, implementing well-defined core functions and utilizing its resources more productively, is better placed to play its part in Kenya's social and economic development. As a result, the poorer members of the society will gain better access to the necessary and affordable services; be



provided the opportunity to break out of the "poverty trap"; receive the full protection of the law and gain promotion of their rights. The business sector, on the other hand, will realize enhanced access to resources; a positive policy environment with reduced government involvement; and efficient infrastructure and services.

Ladies and Gentlemen

In order to restore the credibility of the public service it is necessary that a work ethic based on honesty and endeavour is re-established while personnel and task management are introduced together with performance management to set targets and work plans that are implemented in full. On the other hand, the public sector is required to abide by a strict legal code of conduct while appointments and promotions are made according to merit and ability.

Ladies and Gentlemen

Although wealth creation is a collective effort by the state, private sector, civil society organizations, and the international donor community, the state and its institutions are expected to take the commanding lead in poverty alleviation. The Public Service is responsible for facilitating and creating the enabling environment in which various actors could inter-play to reduce poverty more effectively.

Ladies and Gentlemen

The challenges of wealth creation, equity, nation building, peace and development are all directly linked, to the delivery of services by the Public Sector. Particularly in the face of the world globalization, we have a duty to make public service rejuvenation and/or renewal a key factor in our efforts. In Kenya, our national development blue print "**The Economic Recovery Strategy for Wealth and Employment Creation**", recognizes the symbiotic relationship between wealth creation and an efficient and effective Public Service since the Public Sector is the main conduit for the delivery of basic services to the poor. The strategy emphasizes the need to restructure and streamline the public sector for efficiency and effectiveness. The Government recognizes that unless these reforms are vigorously pursued, our efforts on Wealth Creation will be quite minimal.

Ladies and Gentlemen

Achieving sustainable improvement in the standard of welfare of Africa's citizenry by reducing the high incidence of poverty that now afflicts a large part of its population is a moral responsibility. Governments have a particular responsibility for spearheading this action and creating a positive framework and conducive environment for mobilizing all available resources to effectively and efficiently fight against poverty through economic growth, wealth creation and employment.

Ladies and Gentlemen



The mandate, structure and operation of Government have to be reshaped while productivity is raised to more effectively facilitate private sector activities and lead the battle against poverty. A leaner public service, implementing well-defined core functions and utilizing its resources more productively will be better placed to play its part in social economic development. The public service is entrusted with the vital responsibility of implementing the policies of the state. The agenda of the state has, therefore, to be seen and appreciated on a daily basis of the general public.

Ladies and Gentlemen

Addressing the needs of the poor; bettering the welfare of all; and creating a just and equitable society represents Africa's main challenge. Unity and clarity of purpose; collective responsibility; patriotism and the full mobilization of the continent's resources invariably can meet and overcome this challenge. Through labour and ingenuity, Africa can bring about improved collective and individual material well being for us now and posterity. We have a duty to rise to the occasion and play our individual and collective roles to support the public service to enhance service deliver.

Ladies and Gentlemen

Given the extent of poverty and the low level of development on the continent, we do not have a choice but to redefine the rules of the game. The public services of our various countries must continue to be restructured, and re-oriented towards poverty reduction. We must have open, efficient, accountable and transparent public services that will be results-oriented and continue to be relevant to user needs.

Ladies and Gentlemen

While there are many questions to which we must still find answers, the basic economic framework within which these demands and challenges must be met is becoming increasingly well established. The basic strategies for achieving sustainable development through economic growth are now widely understood across the countries. They include reliance on the private sector as the driving force and engine for growth. They also encompass macro-economic stability; sound investment environment; long term foreign direct investment; adequate investment in key human development areas such as health and education; a fair and reliable legal framework; and the maintenance of basic physical infrastructure. It is our duty as Government agents to ensure that African Public Services are reoriented and refocused to continue to work towards poverty reduction in the Continent.

Ladies and Gentlemen

The role of the public sector in creating wealth cannot ignore the need to set appropriate medium-term macro-economic objectives conducive to private sector-led growth and human development. Macro-economic instability hurts the poor through inflation and sub-optimal levels of investment and income. In turn, low

levels of growth and investments reduce employment opportunities and, hence growth in national income and household consumption. This roundtable conference should mark the genesis of a new role for AAPAM in emerging Regional and International Initiatives. Let us diligently build up a knowledge base of the optimal scope of the Public Service and an inventory of effective tools of intervention for the Public service in the fight against poverty. Let us also keep our eyes steadily focused on our common objective of giving to each and all sufficient opportunities for self realization as exemplified by the Millennium Development Goals. It is with these challenges that I wish you all fruitful deliberations, and look forward to a resounding success for the 26th Annual Roundtable Conference.

It is now my pleasure and pleasant duty to declare the 26th AAPAM Annual Roundtable Conference officially opened.

Thank you and may God bless you.

Vote of Thanks by

Dr (Mrs) M.L. Hamza

AAPAM Vice-President For West Africa
The Permanent Secretary
Manpower Development Office
The Presidency
Federal Secretariat, Abuja, Nigeria

- The Guest of Honour, **Hon. William Ole Ntimama**, EGH, MP.
Minister for Public Service, Office of the President, Republic of Kenya.
- Hon. **Prof. Peter Anyang' Nyong'o**, EGH, MP,
Minister for Planning and National Development, Republic of Kenya.
- Head of the Public Service and Secretary to the Cabinet, President's Office ,
Republic of Kenya, **Amb. Francis K. Muthaura**, EGH.
- Heads of the Public Service from other African Countries present.
- **Mr Simon P. Njau**, CBS., Permanent Secretary/Director, Directorate of
Personnel Management, Office of the President, Republic of Kenya.
- Members of AAPAM Executive Committee.
- Permanent Secretaries and Chief Executive Officers of Public Institutions
Present.
- Your Excellencies Ambassadors, High Commissioners and Heads of Missions.
- Members of the AAPAM Council and Chairpersons of National Chapters.
- AAPAM Development Partners, namely:-
 - (i) Mr. **Joseph Galimberti**, Executive Director, Institute of Public
Administration of Canada (IPAC)
 - (ii) **Mr Gérard Bélanger**, Senior Programme Officer, Canadian
International Development Agency (CIDA), and



(iii) **Dr Soumana Sako**, Executive Secretary, African Capacity Building Foundation (ACBF)

- The Chairperson and Members of the National Organising Committee for this Roundtable Conference
- The Secretary General of AAPAM
- Invited Guests

Ladies and Gentlemen - All Protocols Observed

This year marks 43 years of the existence of the African Association for Public Administration and Management (AAPAM). It is an Association that had its humble beginning way back in 1962 in Dar es Salaam, Tanzania when, for the first time, Heads of Civil Services and top Civil Servants from newly independent African countries and those nearing independence came together in what was then called the **Inter - Africa Public Administration Seminar**. These Seminars were held annually in different capitals of independent African countries. Participants deliberated on a wide range of problems facing public administration and management of the newly independent states. In particular, they were concerned with the problem of re-engineering the African public services so as to make them effective instruments of development of the African state. In 1971 delegates decided to transform the Annual Seminar network into an Institution which was named the **African Association for Public Administration and Management (AAPAM)**.

The Guest of Honour, I thought it worthwhile to present this short history of our Association in order to show that AAPAM is a "home grown" Institution which has been developed and nurtured by African Countries and sustained by the support it receives from the African Governments, the Donor Community, its partners in Development as well as its committed Corporate and Individual Members.

Against this background, therefore, it gives me great pleasure and Honour to be called upon to give a Vote of Thanks on this auspicious occasion which represents a major activity in AAPAM's Annual Calendar of Events.

Hon. Guest of Honour, Senior Members of Government, Members of the Diplomatic Corps, Ladies and Gentlemen, Let me first of all, on behalf of the AAPAM Executive Committee, the AAPAM Council and the AAPAM General Assembly extend our sincere thanks for the enormous support AAPAM has, over the years, received from the African Governments, the Donor Community and its members, both Corporate and Individual. Without this valuable support AAPAM would not be existing now as one of the leading and premier Institutions on the African continent.

Although in his speech the AAPAM President expressed our gratitude to the government of Kenya, permit me Guest of Honour, to add my voice and extend our thanks to the Government and people of the Republic of Kenya for hosting this 26th AAPAM Annual Conference in this sunny and beautiful city of Mombasa. Hosting a

Conference of this magnitude means a lot to us. It is indeed a friendly and supportive act towards AAPAM by the people and Government of Kenya.

We are aware of the enormous sacrifices the Government has made both in terms of Financial, Material and Human Resources in bringing us here together in the Conference. We salute the energies of the people that have been spent in putting resources together to ensure the success of this Roundtable Conference. In this regard, we wish to extend our special appreciation to the National Organizing Committee for spending so many hours and days in organizing this Conference.

The Government of Kenya must receive our thanks in another special way. This very 26th Roundtable Conference was originally planned to be hosted by the Government of the Republic of Ethiopia in Addis Ababa last November 2004. For reasons beyond control, the Ethiopian Government found itself unable to host it. So, the AAPAM Executive Committee had to look for another country to host the Conference that had been arranged to be held in November last year. The Government of Kenya was approached and it readily accepted to do so. That is how, we are here this week. What a magnanimous gesture of support for AAPAM on the part of the Government of Kenya! We salute the Government for this valuable support.

Talking of support, I wish to extend our many thanks, as the AAPAM President has done so already, to our donor friends who have supported AAPAM over the years. Special mention should be made of the very consistent financial support which the Institute of Public Administration of Canada (IPAC) provides AAPAM. IPAC, through grants from the Canadian International Development Agency (CIDA) has supported many AAPAM Programmes, including Roundtable Conferences. For this 26th Roundtable, AAPAM has also received financial support from the African Capacity Building Foundation. We thank these Institutions very heartily for their show of strong support for AAPAM. We pray that this partnership will endure for a long time in the foreseeable future.

Guest of Honour, I wish to thank Whitesands Beach Hotel for providing excellent facilities for this Conference and other facilities that will surely make our stay here very comfortable.

Finally, I will not in my Vote of Thanks forget to thank all the delegates to this Conference. Many of you have travelled great distances to come to Mombasa to attend this Roundtable. And many of you have had to incur great expenses in travel and hotel accommodation costs. This is indeed indicative of the great support you have for AAPAM. We thank those Institutions, Government Departments and Private Organisations that may have sponsored their officials to this Roundtable Conference.

Last but not least, our thanks go to the Resource Persons who will lead the discussions during the Conference. We really hope that this Conference will be able to confront





the problem of Development and Poverty that have haunted and eluded the African peoples for decades.

The Guest of Honour, Senior Members of Government, Your Excellencies Ambassadors and High Commissioners, Heads of International organizations, Ladies and Gentlemen,

I thank you for listening to me.

Closing Session

(i) Invitation to Zambia for the 27th Roundtable Conference: Message Read By:

Answell W. Saka

Executive Director

National Institute of Public Administration (NIPA)

Lusaka, Zambia

The Ambassador, Permanent Secretary, Secretary to the Cabinet and Head of Public Service, Republic of Kenya,

The President of AAPAM,

The Head of the Civil Service of the various countries,

Permanent Secretaries from various countries,

Presidents and Vice-Presidents of AAPAM Chapter from various Regions,

Representatives of Canadian International Development Agency (CIDA),

Institute of Public Administration of Canada (IPAC),

African Capacity Building Foundation (ACBF),

My Fellow Delegates,

Ladies And Gentlemen,

Let me on behalf of the Zambian Government and on behalf of the AAPAM Zambia Chapter express our gratitude to the African Association for Public Administration and Management for having chosen Zambia to host the AAPAM 27th annual Roundtable conference scheduled for November/December, 2005.

Ladies and Gentlemen, this gesture is a clear testimony of the confidence and trust that AAPAM has in the capacity of the Zambian government to organize the conference effectively.

Ladies and Gentlemen, you may wish to know that being an event that commands great importance to the Zambian Government, we have planned to host the AAPAM 27th annual Roundtable conference in our tourist capital Livingstone. This was designed in such a manner that the conference coincides with the "visit Zambia 2005 campaigning" and the centenary celebrations of the Livingstone town. since early last year, Zambia embarked on a vigorous campaign to attract tourists to visit Zambia and join us in celebrating 100 years of the existence of the city of Livingstone.

It would really be appreciated to have the delegates to the 27th AAPAM to be part of these celebrations. I therefore invite all of you to come to Livingstone and attend the conference. Zambia will, as the host country, support the conference by way of availing a venue with suitable conference facilities, together with the necessary personnel to render secretarial services. We shall also appoint local paper presenters to supplement those from outside the country.

Once more, I thank you for choosing Zambia to host the 27th annual Roundtable conference and we look forward to being with you in November/December, 2005.

Welcome to Zambia and thank you.

Closing Remarks by Mr John Mitala, AAPAM President

Our Guest of Honour
Executive Committee Members of AAPAM
Chairperson of the Organizing Committee
Distinguished Delegates
The Press.

Since there is time for everything, there was time for coming for the 26th AAPAM Roundtable Conference, time has come for us to wind up and return to our countries and eventually our respective institutions.

During the last four and half days we have been treated to excellent presentations by the distinguished presenters. Let me on your behalf and on my own behalf thank them immensely for a work well done. In the same way, I thank all those who had a chance to react to those presentations. You made the debate lively.

Guest of Honour, when the theme we have been dealing with was suggested in Banjul, the Gambia, there was reservation as to whether this would not just be repeating what had already exercised our minds there. We insisted that, that would not be the case and I submit that what has transpired has absolved us.

Ladies and Gentlemen, a few minutes back, we received our Conference Communique from the Chief Rapporteur, and we have approved it. Some of you who have been rapporteurs of conferences of this nature know what it means to undertake that assignment. May I therefore on behalf of all of you thank most-sincerely the Chief Rapporteur and his team for a job well done.

Given the discussions we have had, one can reasonably conclude that it is possible for Africa to take concrete steps that can help it to create wealth for the betterment of its people. While we may not sever completely our dealings with the IMF and World Bank, we are challenged to stand up, decide what we want and need to do and do it. The negative impact of poverty is common knowledge to all of us because it can even silence an intelligent person from making his/her point. That is why the



Bible clearly states that when a poor man speaks, nobody listens; but let a rich man talk and everybody will listen; even if the rich man may not be saying anything useful".

The danger of perpetual dependence on begging has come out clearly. While help from organizations like IPAC to us is very good and well-intended, what we are always trying to get from the IMF and World Bank may not be in that category. I am saying so because there is another saying in the Bible which goes like this, "Show me one who has become rich without taking advantage of another and I will praise him for having performed a miracle". If we do not come out to free ourselves from over-dependence on others, Africa will only continue to suffer from another form of AIDS. We must take decisive steps to get rid of the deadly disease of time mismanagement. This is something we can do ourselves because we do not need loans or grants for it. What we need is firm commitment individually and collectively never to waste time.

At this juncture permit me ladies and gentlemen on your behalf and my own behalf to thank most sincerely the Government of Zambia for the offer to host the 27th AAPAM Roundtable Conference slated for late November this year. I am happy to inform you that the preparations for the same have already started. On behalf of the Executive Committee, I invite all of you to that Roundtable Conference.

Guest of Honour, before I end, permit me to once again thank the Government of Kenya for having hosted this AAPAM Roundtable which you are about to close. Through you, we thank the Government of Kenya for all that has been put in for the success of the conference. The Excursion yesterday was most refreshing. Thank you for it. The Organising Committee and the Secretariat that have worked tirelessly up to the end are thanked for all the work. I was however sorry to learn that notwithstanding the firm arrangements the Organising Committee put in place, a number of our Delegates were subjected to some hiccups in terms of accommodation. Our sympathies to those who were inconvenienced. Nevertheless, I thank the management of Whitesands Beach Hotel for all that they were able to accord to us during our stay.

I wish all of you, safe journeys back home and God willing, I look forward to meeting all of you in Livingstone, Zambia in November 2005.

Thank you and may God Bless all of us.

Formal Closing of the Conference by Amb. Francis K. Muthaura, EGH, Permanent Secretary/Secretary To The Cabinet And Head Of Public Service, Government of Kenya

The President of AAPAM, Mr John Mitala
Dr Yolamu R. Barongo, The Secretary General of AAPAM
Distinguished Delegates
Ladies and Gentlemen

I have the honour and privilege to make the Closing Remarks at the end of the 26th AAPAM Annual Roundtable Conference. The occasion has indeed been a useful forum for exchange of ideas and sharing experiences on key issues and the role a Government is expected to play in addressing the challenges.

Ladies and Gentlemen

The deliberations during this conference have provided an opportunity for all of us to re-examine our current development strategies and put in place long-lasting and sustainable initiatives to bring about positive changes in the way the Public Service undertakes its responsibilities. This is more so in improving productivity in the public service and delivery of services to the citizenry. Such initiatives call for refocusing the public service to become more professional in service delivery. The objective is to improve productivity while at the same time creating a conducive enabling environment for private sector leadership in economic development and wealth creation. Some of the initiatives include the development of policies, systems and procedures to determine the standards and measurements of performance as well as the establishment of service charters between service providers and consumers to ensure that the latter receive value for their money.

Ladies and Gentlemen

As you may have noted during your deliberations, economic growth and structural transformation are only half the story in the fight against poverty. It is commonly accepted today that growth alone is not sufficient to reduce poverty. Economic and financial policies need to be tempered by social and redistributive interventions in order to address poverty issues relating to access to education and health services, access to clean drinkable water; and proper sanitation, among others. In the world today, no poverty reduction strategy can be complete without addressing cross-cutting issues such as the environment, gender and HIV/AIDS, just to name a few.

Ladies and Gentlemen

In addition to creating the environment for growth of this magnitude, it is the responsibility of the public sector to pilot the necessary transformation of structures





and institutions to achieve this target. In our own experience here in Kenya, transformation of structures and institutions implies improving and strengthening the civil service; pursuing relentlessly efforts to ensure prudent management of public resources; and transparency and accountability in carrying out Government business. It is in this vein that the Government of Kenya is actively engaged in dialogue with our development partners for the medium term macro-economic frame work for achieving the Millennium Development Goals. Our resolve to pursue these goals is best assessed through the on-going implementation of specific poverty reduction programmes.

I expect AAPAM to continue to interface its programmes with other related national, regional and international organizations to share lessons of best practices and offer its consultancy and other expert services, while marketing its services and programmes more aggressively to reach a wider clientele.

We have a duty to assist African Governments in ensuring that sectoral, national and regional development policies are right and/or continue to be relevant to beneficiaries' needs and their localities.

Ladies and Gentlemen

The issues that have been addressed during this conference and the measures proposed to tackle them will greatly enhance our collective effort to enhance the credibility of the public service and enable us to move African countries forward. I urge the AAPAM Secretariat to ensure that the Report of the proceedings at this conference is circulated widely for necessary action by all member countries.

Finally, Ladies and Gentlemen, may I thank all of you once again for your active participation throughout this Conference. Let us all work together to achieve the Millennium Development Goals and objectives.

Before I conclude, Ladies and Gentlemen, may I take the liberty to encourage all of you to take time and enjoy the hospitality of the Kenyan people and the beauty of this great nation. I wish you safe journey when you travel back to your respective countries and I hope that you will come back again soon.

It is now my pleasure and honour to declare the 26th AAPAM Annual Roundtable Conference officially closed.

Thank you and may God bless you all.

Annex II

Conference Communique

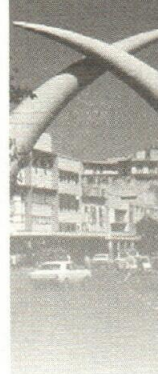
Introduction

The 26th African Association for Public Administration and Management (AAPAM) Roundtable Conference took place at the Whitesands Hotel, Mombasa, Kenya, from 7 to 11 March 2005. It was organized by AAPAM and hosted by the Government of Kenya. A total of 141 delegates from 15 countries participated at the Roundtable. The participants included Ministers, Members of Parliament, Cabinet Secretaries and Heads of Public Services, Permanent Secretaries/Principal Secretaries, Directors-General of Staff Colleges and Management Development Institutes, Senior Government Officials, Representatives of International Organizations, Management Consultants, Academics and Researchers. The United Nations Department of Economic and Social Affairs (UNDESA), the Commonwealth Secretariat, the Economic Community of West African States (ECOWAS), as well as the Eastern and Southern Africa Management Institute (ESAMI) were also represented at the Roundtable.

The theme of the Conference was: ***The Enabling State and the Role of the Public Service in Wealth Creation: Problems and Strategies for Development in Africa.*** This theme was a continuation of the debate on the problem of poverty in Africa discussed at a previous conference in Banjul, The Gambia in April, 2004. The following topics were discussed at plenary sessions and syndicate groups:

- i. Overview of Wealth Creation Strategies and Pre-requisites
- ii. The Wealth Creation Problem
- iii. The Role of State and its Agents in Enabling the Process of Wealth Creation.
- iv. Overall implications of wealth creation for public policy processes and institutions.
- v. The Role of Women in Wealth Creation
- vi. Governance Issues and Wealth Creation
- vii. Institutional Reforms for Wealth Creation
- viii. Establishing Synergies for Wealth Creation
- ix. Capacity Building for Wealth Creation

At the Opening Ceremony, Statements were delivered by a number of eminent personalities, among them, **Hon. William Ole Ntimama**, Minister for Public Service, Office of the President, Kenya; (Guest of Honour); **Hon. Prof. Peter Anyang'Nyong'o**, Minister for Planning and National Development, Kenya (Keynote





Speaker); **Mr. Simon S.P. Njau**, Permanent Secretary/Director, Directorate of Personnel Management, Office of the President, Kenya; and **Mr. John Mitala**, AAPAM President, and Head of the Uganda Public Service. Statements were also delivered by a representative of one of the donor agencies, **Mr. Joseph Galimberti**, Executive Director of the Institute of Public Administration of Canada (IPAC).

Discussions and Conclusions

As part of the deliberations which took place at the plenary sessions and in working groups, the Roundtable underscored the need for African States to anchor their policies and programmes on the principle of wealth creation. In addition to addressing the issue of distributive equity, and implementing programmes aimed at alleviating the suffering of the poor, the Roundtable felt that the time was ripe for African countries to respond to the immense challenges emerging on the socio-economic and political fronts by empowering the poor to create their own wealth. The Roundtable thus dilated on strategies calculated to unleash the inventive genius in individuals and to record productivity as well as welfare gains.

The Roundtable held that the future of Africa lies in the implementation of strategies that promote human dignity, thereby releasing the creative and inventive potential needed to add value, increase each nation's stock of wealth, and subdue poverty. With this in mind, the Roundtable singled out Visionary Leadership as a major factor in wealth creation. It was the view of the participants at the Roundtable that under visionary leadership, the following pillars of wealth creation would be strengthened to the overall benefit of all:

- (a) Cultivation of individual and collective self-esteem (essentially, a departure from the tendency toward self-denigration and self-devaluation);
- (b) Performance and productivity mainstreaming;
- (c) Unceasing quest for excellence and perfection;
- (d) Development of governance ethos and practices that are supportive of wealth creation efforts; and
- (e) Design and implementation of the institutional and human capacity building measures in pursuit of the aforesaid objectives.

In view of the fact that wealth creation is still a recent entrant into, and an unfamiliar language in, the development discourse, the Roundtable enjoined upon African Governments and their civil society partners to take measures to internalize and mainstream it in the development planning and management processes. At the same time, efforts should be made to ensure that the message of wealth creation reaches the generality of the people so that it can impact positively on the life of the rural as well as urban poor.

The Roundtable was of the view that women have a vital role to play to deliver on the promise of wealth creation. Despite the multiple, and highly demanding roles



that they play in national development, women are yet to take their rightful place in the scheme of things. The Roundtable accordingly canvassed the need to institute policies and strategies aimed at optimizing the contributions of this category of people.

The obstacles encountered by small and medium-scale enterprises (SMEs) as well as by the informal sector operators also received the attention of the Roundtable. The Roundtable appealed to Governments to show increasing interest in the plight of these small producers and to take swift measures to eliminate these obstacles to their productivity. By the same token, the Roundtable counseled the SMEs and their umbrella organizations to embark on capacity building initiatives, and to adopt measures calculated to raise ethical, professional, and performance standards within the various occupational categories.

The Roundtable observed that unless the attributes needed to create wealth are fostered (among them, the attributes of time and cost-consciousness, thrift, industry, discipline, alertness on and to duty, intolerance of corruption and slovenly work habits, as well as unceasing search for excellence and perfection), poverty would not go away.

Among the other issues highlighted at the plenary sessions and in working groups were the following:

- (a) The growing interest shown by African Governments in wealth creation;
- (b) The role of the public service in backstopping wealth creation efforts, and placing the service delivery units on alert for their new responsibilities;
- (c) The link between good governance and wealth creation;
- (d) The impact of approaches to human resource utilization on the implementation of wealth creation initiatives;
- (e) The factors in, and obstacles to, productivity;
- (f) The weakness of monitoring and evaluation mechanisms; and
- (g) The capacity building deficits that must be bridged to realize the objectives of wealth creation.

Recommendations

Based on the discussions which took place at the plenary sessions and in working groups, the Roundtable recommended that:

- (a) African Governments begin to take pro-active measures to stimulate wealth creation efforts;
- (b) AAPAM design and implement a comprehensive capacity building programme aimed at exposing all the key stakeholders (policy makers, senior public service managers, captains of industry, civic leaders, and officials at the secretariats of political parties) to approaches to the design and implementation of wealth creation policies;



- (c) Donor agencies, international development organizations, regional economic communities, and national philanthropic organizations be approached for assistance in the design, implementation, and subsequent review of the capacity building programme;

Conclusions

Before it was formally declared closed, the Roundtable acknowledged the important contributions made by the Government and the People of Kenya not only by extending generous Host-Country privileges to the AAPAM Secretariat, but also in agreeing at short notice to host the 26th AAPAM Roundtable Conference. The hospitable arrangements made by the Government to ensure the success of previous conferences were also duly noted.

The Roundtable further noted with gratitude the support that AAPAM has received and continues to receive from a number of donor agencies and other development partners. Among these are the Canadian International Development Agency (CIDA), the Institute of Public Administration of Canada (IPAC), the Africa Capacity Building Foundation (ACBF), the United Nations Department of Economic and Social Affairs (UNDESA), as well as the backbone of the Association, that is, the African Governments and Members, both Corporate and Individual.

The Conference Delegates formerly received a Statement from the Zambian Delegation which indicated the offer of the Government of Zambia to host the 27th AAPAM Roundtable Conference in Livingstone in November/December 2005. Delegates agreed that the Theme of that Roundtable Conference would be: **Harnessing the Partnership of the Public and Non-State Sectors for Sustainable Development and Good Governance in Africa: Problems, Successes and the Way Forward.**

The Roundtable came to an end on Friday 11th March 2005. Two Statements were made during the Closing Session (these statements are attached to the Final Report). One was by Mr John Mitala, the President of AAPAM and the other was a formal Closing Address by Amb. Francis K. Muthaura, EGH, Permanent Secretary, Secretary to the Cabinet and Head of the Public Service, Republic of Kenya.

Whitesands Hotel
Mombasa, Kenya
11th March, 2005

Theme: L'état, Facilitateur et le Role de la Fonction Publique

DANS LA CREATION DES RICHESSES: PROBLEMES ET STRATEGIES DE DEVELOPPEMENT EN AFRIQUE



Communiqué Final

Introduction

La XXVI^e Conférence de l'Association africaine pour l'Administration publique et le Management (AAAPM) s'est tenue du 07 au 11 mars 2005 au Whitesands Hotel de Mombassa (Kenya). Ladite conférence qui a vu la participation de 130 délégués originaires de 15 pays était organisée par l' AAAPM à l'invitation du gouvernement kenyan.

Parmi les participants, on notait des ministres, des parlementaires, des chefs de cabinets des ministres de la Fonction publique, des secrétaires généraux des écoles supérieures de formation du personnel et des instituts de perfectionnement des cadres, des hauts cadres de l'administration, des représentants des organisations internationales, des conseillers en gestion, des universitaires et des chercheurs. Le département des Affaires économiques et sociales des Nations Unies, le Secrétariat du Commonwealth, la Communauté économique des Etats de l'Afrique de l'Ouest (CEDEAO) ainsi que l'Institut de gestion pour l'Afrique de l'Est et l'Afrique Australe étaient également représentés à cette conférence.

La conférence était placée sous le thème "**L'Etat, facilitateur et le rôle de la Fonction publique dans la création des richesses: Problèmes et stratégies de développement en Afrique**". Ce thème fait suite au débat sur la pauvreté en Afrique qui a eu lieu lors d'une précédente conférence en avril 2004 à Banjul (Gambie). Parmi les sujets débattus en séances plénières et sein des groupes de travail, on peut citer:

1. Aperçu des stratégies et des conditions de création des richesses;
2. Le problème posé par la création des richesses;
3. Le rôle de l'Etat et de ses agents dans la facilitation du processus de création des richesses;
4. Les répercussions générales de la création des richesses sur le processus et les institutions de politiques publiques;
5. Le rôle des femmes dans la création des richesses;
6. Problèmes de gouvernance et création des richesses;
7. Réformes institutionnelles pour une création des richesses;



8. Renforcement des capacités pour une création des richesses.

Lors de la séance d'ouverture, un certain nombre de hautes personnalités ont prononcé des allocutions. Il s'agit notamment de:

- W. OLE NTIMAMA, ministre de la Fonction publique du Kenya, invité d'honneur
- Pr. Peter ANYANG' NYONG'O, ministre chargé de la Planification et du Développement national du Kenya, orateur principal:
- M. Simon S.P. NJAU, secrétaire général, directeur des ressources humaines à la Présidence du Kenya ;
- John MITALA, président de l' AAAPM et ministre de la Fonction publique de l'Ouganda.

Des exposés ont été également présentés par un représentant de l'un des bailleurs de fonds; à savoir M. Joseph GALIMBERTI, directeur exécutif de l'Institut d'administration publique du Canada (IAPC).

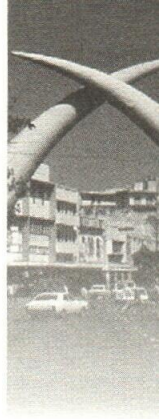
Debats et Conclusions

Lors des débats en plénières et au sein des groupes, les participants à la conférence ont souligné qu'il était impératif pour les Etats africains d'axer leurs politiques et programmes sur le principe de création des richesses.

Par ailleurs, les participants ont non seulement abordé le problème relatif à l'équité dans la répartition des richesses et à la mise en œuvre des programmes visant à atténuer les souffrances des populations démunies, mais ils ont également pensé qu'il était temps pour les pays africains de faire face aux énormes défis qui les interpellent sur les plans socio-économiques et politiques en permettant aux populations démunies de créer leurs propres richesses. Les participants se sont ainsi étendus sur les stratégies visant à éveiller l'esprit des populations et à obtenir des rendements ainsi que des avantages sociaux.

Les participants ont soutenu que l'avenir de l'Afrique repose sur la ,mise en œuvre des stratégies susceptibles de promouvoir la dignité humaine, libérant ainsi le potentiel créatif et inventif nécessaire pour obtenir de la plus - value, accroître la richesse de chaque pays et vaincre la pauvreté. En ayant ceci à l'esprit, les participants ont fait savoir que la clairvoyance d'un chef contribue grandement au processus de création des richesses. De l'avis des participants à la conférence, les piliers ci - après de création des richesses pourraient être renforcés au profit de tout le monde:

- a) Culture du respect de soi au niveau individuel et collectif (essentiellement en s'écartant de la tendance à se dénigrer et se dévaluer);
- b) Intégration des performances et des rendements;
- c) Quête effrénée de l'excellence et de la perfection;
- d) Développement du génie et de la pratique de la gouvernance pour soutenir les initiatives de création des richesses;et



- e) Conception et mise en application des mesures de renforcement des capacités institutionnelles et humaines.

Compte tenu du fait que la création des richesses est encore une récente terminologie dans le vocabulaire du développement, les participants à la conférence ont recommandé aux pays africains aux pays africains et à leurs partenaires de la société civile de prendre des mesures visant à l'internaliser et à l'intégrer dans le processus de gestion du développement. Parallèlement, des efforts doivent être déployés afin de s'assurer que le message relatif à la création des richesses parvienne à l'ensemble de la population afin que ce message ait un impact positif sur la vie des populations démunies des zones rurales et urbaines.

De l'avis des participants, les femmes ont un rôle prépondérant à jouer eu égard à la perspective de création des richesses. En dépit des rôles multiples et très exigeants qu'elles jouent dans le développement de la nation, les femmes ont encore à conquérir la place qui leur revient dans la société.

Les participants ont par conséquent souligné la nécessité de mettre en œuvre des politiques et stratégies visant à optimiser les contributions de cette frange de la population.

Les obstacles que rencontrent les petites et moyennes entreprises (PME) ainsi que les opérateurs du secteur informel ont également attiré l'attention des participants. Ces derniers ont lancé un appel aux gouvernants pour qu'ils portent le plus grand intérêt à la condition de ces petits producteurs et pour qu'ils prennent au plus vite des mesures pour éliminer les obstacles qui se posent leur rendement. De même, les participants ont recommandé aux PME et à leurs organisations de tutelle de se lancer dans les projets de renforcement des capacités et d'adopter des mesures visant à élever les niveaux éthiques, professionnels et productifs des différentes branches professionnelles.

Les participants ont remarqué que si l'on ne renforce pas les attributs dont on a besoin pour créer les richesses (notamment les attributs de temps et de connaissance des coûts, d'économie, d'industrie, de discipline, de vigilance au travail, d'intolérance vis-à-vis de la corruption et de la nonchalance au travail, ainsi que la quête effrénée de l'excellence et de la perfection), la pauvreté ne reculera pas.

Parmi les autres problèmes soulevés en séances plénières et au sein des groupes de travail, on peut citer notamment:

- a. L'intérêt croissant des gouvernements africains dans la création des richesses;
- b. Le rôle de la fonction publique dans le soutien apporté aux initiatives de création des richesses et dans l'éveil de l'attention des prestataires de service sur leurs nouvelles responsabilités;
- c. Le lien entre la bonne gouvernance et la création des richesses;



- d Les répercussions des méthodes d'utilisation des ressources humaines sur la mise en œuvre des initiatives de création des richesses;
- e Les facteurs de production et les obstacles à la production;
- f La faiblesse des mécanismes de suivi – évaluation; et
- g Les déficits en matière de renforcement de capacités qui doivent être surmontés afin d'atteindre les objectifs visés par la création des richesses.

Recommandations

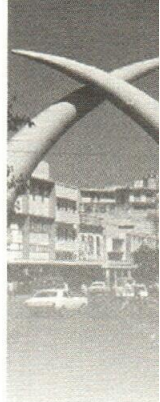
Sur la base des débats qui ont eu lieu en séances plénières et au sein des groupes de travail, les participants à la conférence ont formulé les propositions suivantes:

- a) Les Etats africains doivent commencer à prendre des mesures concrètes afin d'encourager les initiatives de création des richesses;
- b) L' AAAPM doit concevoir et mettre en oeuvre un vaste programme de renforcement des capacités visant à éclairer tous les principaux acteurs (les décideurs, les grands directeurs de la fonction publique, les capitaines d'industrie, les leaders de la société civile et les responsables des secrétariats des partis politiques) sur les méthodes de conception et de mise en œuvre des politiques de création des richesses;
- c) Les bailleurs de fonds, les organisations internationales de développement, les communautés économiques régionales et les organisations philanthropiques nationales doivent être sollicités pour qu'ils apportent leur concours pour la conception, la mise en œuvre et l'évaluation ultérieure du programme de renforcement des capacités.

Conclusions

Avant la clôture officielle de la conférence, les participants ont exprimé leur gratitude au gouvernement et au peuple kenyan non seulement pour les énormes privilèges qu'ils ont accordés au Secrétariat de l' AAAPM, mais également pour avoir accepté dans un bref délai d'abriter la XXVI^e Conférence de l' AAAPM. Les dispositions prises par ledit gouvernement pour assurer les succès des conférences précédentes ont été également appréciées.

Les participants ont par ailleurs exprimé leur reconnaissance pour le soutien que l' AAAPM a reçu et continue de recevoir de la part des bailleurs de fonds et d'autres partenaires au développement. Il s'agit notamment de l'Agence canadienne pour le développement international (ACDI), de l'Institut d'administration publique du Canada (IAP), de la Fondation africaine pour le renforcement des capacités (FARC), du département des affaires économiques et sociales des Nations Unies ainsi que de la cheville ouvrière de l'Association, à savoir les gouvernements et membres africains, qu'ils s'agissent des entreprises ou des individus.



Les délégués à la conférence ont officiellement reçu de la délégation zambienne une offre du gouvernement de la Zambie à abriter en novembre/décembre 2005 à Livingstone la XXVII^e Conférence de l' AAAPM. Les délégués ont convenu que cette conférence sera placée sous le thème: "***l'exploitation du partenariat secteur public-secteur privé pour un développement durable et une bonne gouvernance en Afrique: problèmes, succès et perspectives d'avenir.***"

La Conférence s'est achevée le vendredi 11 mars 2005. Deux allocutions ont été prononcées au cours de la séance de clôture(ces allocutions sont jointes au rapport final) L'une par M. John MITALA, président de l' AAAPM et l'autre par l'ambassadeur K. MUTHAURA, EGH, secrétaire général, secrétaire du gouvernement et ministre de la Fonction publique du Kenya.

Whitesands Hotel
Mombassa (Kenya)
Le 11 mars 2005



Annex III

Programme

26th AAPAM Annual Roundtable Conference, Mombasa, Kenya

SATURDAY, 5TH MARCH 2005

TIME	ACTIVITY	PLACE	COORDINATOR
6.00-8.00pm	Registration of Delegates	Whitesands Hotel	AAPAM Secretariat and Organizing Committee

SUNDAY, 6TH MARCH 2005

TIME	ACTIVITY	PLACE	COORDINATOR
11.00-1.00pm	AAPAM Executive Committee Meeting	Whitesands Hotel	AAPAM Secretariat
3.00-7.00pm	Registration of	Whitesands Hotel Delegates	AAPAM Secretariat and Organizing Committee
6.00-7.00pm	Rapporteurs' Meeting	Whitesands Hotel	AAPAM Secretariat

DAY ONE: MONDAY, 7TH MARCH 2005

TIME	ACTIVITY	COORDINATOR	REMARKS
8.00-8.30am	Late Registrations	AAPAM Secretariat and Organizing Committee	Whitesands Hotel
8.30am	OPENING CEREMONY	Organizing Committee	Chair: Titus J.K. Gateere, MBS Director, Kenya Institute of Administration
8.30-8.50am	Arrival of Guests and Delegates		
8.55am	Arrival of Mr Simon S.P.Njau, CBS , Permanent Secretary/Director, Directorate of Personnel Management, Office of the President, Republic of Kenya		
9.00a.m	Arrival of Guest of Honour: Hon. William Ole Ntimama, EGH, MP , Minister for Public Service, Office of the President, Republic of Kenya		
9.05am	Opening Remarks by the Chairperson Mr Titus J.K. Gateere, MBS Director, Kenya Institute of Administration, Republic of Kenya		
9.10am	Introductory Remarks by Mr. Simon S.P. Njau, CBS , Permanent Secretary/Director, Directorate of Personnel Management, Office of the President, Republic of Kenya		
9.15-9.30am	Statement by Mr. John Mitala, AAPAM President Head of the Public Service and Secretary to the Cabinet, President's Office Republic of Uganda,		
9.30 - 10.00am	Official Opening Hon. William Ole Ntimama, EGH, MP Minister for Public Service, Office of the President Republic of Kenya		
10.10 - 11.00am	Official Group Photographs and Refreshments		



TIME	ACTIVITY	PRESENTER	REMARKS
11.00am	PLENARY 1		
11.00-11.45am	Keynote Address:	Hon. Prof. Peter Anyang' Nyong'o, EGH, MP, Minister for Planning and National Development, Republic of Kenya	SESSION CHAIR: Mr Tlohang Sekhamane AAPAM Deputy President, Government Secretary, Secretary to the Cabinet and Head of Public Service Rapporteurs: Rachael Ngesa Nura Mohammed
11.45-12.30pm	PLENARY DISCUSSION		
12.30-2.00p.m	LUNCH BREAK		
2.00pm	PLENARY 2		SESSION CHAIR:
	Overview of Wealth Creation Strategies and Prerequisites		Prof Sheik Ahmed Abdullah, Director General, Administrative Staff College of Nigeria (ASCON) Lagos, Nigeria
2.00 -2.25pm	Wealth Creation as an Alternative to Poverty Alleviation: A Tautology, Day Dream or a Significant Paradigm Shift?	Prof. Jide Balogun Inter-Regional Adviser, United Nations Department of Economic and Social Affairs (UNDESA), UN, New York, USA	Rapporteurs: Joyce Omondi-Deloge Nahashon Meme
2.25 - 2.50pm	Good Governance for Wealth Creation and Distribution in Sub-Saharan Africa	Prof. Walter Oyugi Department of Political Science, University of Nairobi	
3.15 - 4.00p.m	PLENARY DISCUSSION		
4.00 - 4.30pm	TEA/COFFEE BREAK		
4.30pm	PLENARY 3		SESSION CHAIR:
	The Wealth Creation Problematique		Mr Oliver M. Kalabo Vice President for Southern Africa, Permanent Secretary, Cabinet Office, Republic of Zambia
4.30 - 4.50pm	Wealth Creation Versus Poverty Alleviation: A Definitive Crisis	Mr Joseph O.G. Dada Principal Management Development Officer, Administrative Staff College of Nigeria (ASCON)	Rapporteurs: Humphrey Mokaya Nura Mohammed



TIME	ACTIVITY	PRESENTER	REMARKS
4.50-5.10pm	Reforming the Public Service in Tanzania: A Critical Prerequisite to Economic Growth, Wealth Creation and Poverty Reduction	Mr Joseph Rugumyamheto Permanent Secretary, Public Service Management, Office of the President, Tanzania	
5.10 - 6.00pm	PLENARY DISCUSSION		
6.30pm	COCKTAIL RECEPTION	Host: Hon. William Ole Ntimama, EGH, MP Minister for Public Service, Office of the President Republic of Kenya	

DAY TWO: TUESDAY, 8TH MARCH 2005

TIME	ACTIVITY	PRESENTER	REMARKS
9.00am		PLENARY 4	SESSION CHAIR:
	The State and Wealth Creation-Country Experiences		Prof. Gelase Mutahaba Chief Technical Advisor, Public Service Management, Office of the President, Tanzania
9.00 - 9.20am	The Role of the State in Wealth Creation: Ghana Country Paper	Miss Helen Allotey, Director, Ministry of Finance	Rapporteurs: Joseph Dada Rachael Ngesa
9.20 - 9.40am	The Role of the State in Wealth Creation: Uganda Country Paper	Ms Maris Wanyara Macroeconomics & Policy Department, Ministry of Finance, Planning & Economic Development (MFPED), Uganda.	
9.40 - 10.00am	The Role of the State in Wealth Creation: Paper Focusing on Cameroon	Dr Finlay Sama Doh, Technical Adviser, Supreme State Control, The Presidency, Government of Cameroon	
10.00 -10.45am	PLENARY DISCUSSION		
10.45-11.15am	TEA/COFFEE BREAK		
11.15am		PLENARY 5	SESSION CHAIR:
	The Role of Women in Wealth Creation		Prof. Patrick Muzaale Chairman, Uganda Public Service Commission, Kampala Uganda
11.15-11.45am	Enhancing the Role of Women in Wealth Creation	Dr Hope C. Sadza Ag. Vice Chancellor, Women University in Africa, Harare, Zimbabwe	Rapporteurs Joyce Omondi -Deloge Humphrey Mokaya



TIME	ACTIVITY	PRESENTER	REMARKS
11.45-12.15pm	Enhancing the Role of Women in Wealth Creation	Mrs Gemma Mbaya Head, Department of Communication, Training and Personal Development, Kenya Institute of Administration, Nairobi.	
12.15-1.00pm	PLENARY DISCUSSION		
1.00-2.00pm	LUNCH BREAK		
2.00pm	PLENARY 6		SESSION CHAIR:
	Governance Issues and Wealth Creation		Mr Sandile Ceko Secretary to Cabinet and Head of Civil Service Government of the Kingdom of Swaziland Mbabane, Swaziland
2.00-2.20pm	Democratization, Good Governance and Administrative Reform in Africa	Dr. Paul Ndue University of Yaounde II Cameroon	Rapporteurs: Nahashon Meme Joseph Dada
2.20-2.40pm	Discontinuity Between the State and the Civil Society in Governance and Wealth Creation	Mr Julius Mbeya and Mr Chrispus Kiliko, Graduate Students, University of Nairobi	
2.40-3.30pm	PLENARY DISCUSSION		
3.30-4.00pm	TEA/COFFEE BREAK		
4.00-6.30pm	GROUP DISCUSSIONS	Chief Rapporteur	Groups and Topics to be organized by the Chief Rapporteur
5.00-6.30pm	AAPAM Council Meeting		AAPAM Secretariat
6.30p.m	ADJOURNMENT		

DAY THREE: WEDNESDAY 9TH MARCH 2005

TIME	ACTIVITY	PRESENTER	REMARKS
9.00am	PLENARY 7		SESSION CHAIR:
	Elements of Wealth Creation		Mr Titus J.K. Gateere, MBS, Director, Kenya Institute of Administration (KIA), Nairobi, Kenya
9.00-9.20am	The Key Factors which Promote or Hinder Employee Productivity and Wealth Creation: Implications for African Public Service	Dr. Ijuka Kabumba Associate Professor of Public Administration and Management, Nkumba University, Entebbe, Uganda	Rapporteurs: Racheal Ngesa Joseph Dada



TIME	ACTIVITY	PRESENTER	REMARKS
9.20-9.40am	Mainstreaming, Monitoring and Evaluation in Wealth Creation Strategies: Lessons for Government, Civil Society and Private Sector	Mr Julius Mbeya and Crispus Kiliko , Graduate Students, University of Nairobi, Kenya	
9.40-10.00am	Poverty Reduction Through Wealth Creation: A Business Ethics Approach	Mr Khali Victor Mofoua Department of Political & Administrative Studies, National University of Lesotho, Roma, Lesotho	
10.00-10.30am	TEA/COFFEE BREAK		
PLENARY 8		SESSION CHAIR:	
11.00am	Institutional Reforms for Wealth Creation		Mr Emmanuel Kalule , Director, Bank of Uganda, Kampala Uganda
11.00-11.20am	NEPAD's African Peer Review Mechanism: Bureaucratic Reform and The Challenge of Wealth Creation in Africa	Mr Njunga Mulikita , Senior Regional Programme Adviser to Strengthen Africa's Regional Capacities for Peace Building, Addis Ababa, Ethiopia	Rapporteurs: Joyce Omondi-Deloge Nura Mohammed
11.20-11.40am	Institutional Reforms to Attract Foreign Direct Investments (FDIs) as a Strategy for Economic Growth: What has Tanzania Done?	Dr Honest P. Ngowi Mzumbe University, Tanzania	
11.40-12.00pm	The Public Sector and Wealth Creation: The Case of Inter-Ministerial Development Paradigm for Sub-Saharan Africa in Lesotho	Prof. R.I.M. Moletsane Lesotho Institute of Public Administration and Management (LIPAM)	
12.00-12.45pm	PLENARY DISCUSSION		
12.45-1.45pm	LUNCH BREAK		
1.45pm	PLENARY 9	SESSION CHAIR:	
1.45pm	Establishing Synergies For Wealth Creation		Prof. Walter Oyugi Department of Political science, University of Nairobi
1.45-2.10pm	Promoting Synergies in the Formal and Informal Sectors for Wealth Creation	Mr. Faustin Clovis Noundjeu (Translator: Dr Ijuka Kabumba)	Rapporteurs: Nahashon Meme Humphrey Mokaya
2.10-2.30pm	Promoting Synergies Between State and Small Scale Non-State providers of Services: Case Studies and Lessons from Nigeria	Dr George Larbi , Senior Lecturer, International Development Department, School of Public Policy, University of Birmingham, UK	

TIME	ACTIVITY	PRESENTER	REMARKS
2.30-2.50pm	The Role of the State in Wealth Creation— Nigeria Country Paper	Mrs Amni Sambo , National Agency for Poverty Eradication and Development (NAPED), Abuja, Nigeria	
2.50-3.30pm	PLENARY DISCUSSION		
3.30-4.00pm	TEA/COFFEE BREAK		
4.00-6.00pm	GROUP DISCUSSIONS (CONT.) Preparation of Group Reports	Chief Rapporteur	
6.00-7.00pm	Meeting of Rapporteurs	Chief Rapporteur	
7.30pm	DINNER/CULTURAL EVENING	Host: Hon Soita Shitanda, MP Assistant Minister for Public Service, Office of the President, Republic of Kenya	

DAY FOUR: THURSDAY 10TH MARCH 2005

	WHOLE DAY EXCURSION	Organizing Committee	Courtesy of Kenya Government
8.30am	Depart Whitesands Hotel		
5.00pm	Return Whitesands Hotel		

DAY 5: FRIDAY 11TH MARCH 2005

TIME	ACTIVITY	PRESENTER	REMARKS
9.00am	PLENARY 10		SESSION CHAIR: Mr J.E.O. Ongwae, CBS, OGW,AAPAM Vice President for East Africa, Permanent Secretary, Ministry of Agriculture, Government of Kenya
9.00-10.00am	Presentation of Group Reports	Group Rapporteurs	
10.0-10.30am	PLENARY DISCUSSION OF GROUP REPORTS		
10.30-11.00am	TEA/COFFEE BREAK		
11.00-11.30am	Presentation of Conference Communique (Conference Conclusions and Recommendations)	Chief Rapporteur	
11.30-12.00 noon		Plenary Discussion of the Communique	
12.00 Noon	OFFICIAL CLOSING		SESSION CHAIR: Ibrahim M. Hussein,EBS, HSC Chairman, Teachers Service Commission, Rep. of Kenya



TIME	ACTIVITY	PRESENTER	REMARKS
12.00-12.10pm	Statement by a Representative of the Host Country for the 27th AAPAM Roundtable Conference -November/December 2005		
12.10-12.30pm	Statement by the AAPAM President		
12.30-12.45pm	Closing Address	Amb. Francis K. Muthaura, EGH, Permanent Secretary, Secretary to the Cabinet and Head of the Public Service, Republic of Kenya	
1.00pm-2.00pm	LUNCH AND DEPARTURE		

PAST AAPAM ROUNDTABLE CONFERENCE (1978 - 2005)

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

Month & Year	Venue	Theme
24 November 2002	Maseru, Lesotho	The African Public Service in the 21 st Century
25 April 2004	Banjul, The Gambia	The Role of Public Service in Poverty Reduction Strategies: Challenges and Solutions
26 March 2005	Mombasa, Kenya	The Enabling State and the Role of the Public Service in Wealth Creation: Problems and Challenges for Development in Africa

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