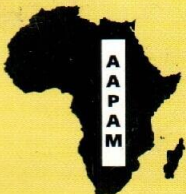


Proceedings



Report of the 31st AAPAM Roundtable Conference
21st – 25th September 2009
Nairobi • Kenya



Theme

The World Economic Crisis:
Challenges to the African Public Administration Systems

The World Economic Crisis: Challenges to the African Public Administration Systems

Report of the 31st Roundtable Conference
of the African Association for Public Administration
and Management (AAPAM)

Nairobi • Kenya

21st – 25th September 2009

Hosted by

Government of the Republic of Kenya

Principal Sponsors

Canadian International Development Agency (CIDA)

Institute of Public Administration of Canada (IPAC)

Commonwealth Fund for Technical Cooperation (CFTC)



Acknowledgments

AAPAM is grateful to the Government of the Republic of Kenya for hosting the 31st Roundtable Conference. Because of the change of the conference dates from November to September 2009, the Government of South Africa was unable to host the conference and the Government of Kenya had to step in at a very short notice. The Government of Kenya provided ultra modern conference facilities, high level logistical support and extended generous hospitalities to the delegates. The extent to which the Government attached importance to the Conference was underscored by the fact that Hon. Musalia Mudavadi EGH, MP Deputy Prime Minister and Minister for Local Government officially opened the conference.

Sincere thanks are extended to Ambassador Francis Muthaura, the Permanent Secretary, and Secretary to Cabinet and Head of Public Service of Kenya and Mr. Titus M. Ndambuki, Permanent Secretary, Ministry of State for Public Service and their team for planning and holding a very successful Roundtable Conference. Special thanks also go to the National Organising Committee (NOC), under the able leadership of Ms. Njoki Kahiga, the Director of Human Resource Development, Ministry of State for Public Service, for its efficient work in the face of immense time pressure. The support given to the conference by the Kenya Institute of Administration is a testament to the critical role that Management Development Institutes play in enhancing public administration and management in Africa.

Finally, AAPAM wishes to extend its sincere gratitude to its international partners, especially the Canadian International Development Agency (CIDA), the Institute of Public Administration of Canada (IPAC), the Commonwealth Secretariat, the United Nations Department of Economic and Social Affairs (UNDESA), for providing financial and strategic support that enabled AAPAM to organize and hold a successful Roundtable Conference. We acknowledge the special participation in the conference by delegates from the United Nations Development Programme (UNDP), Somalia Project, and the Korean Association of Public Administration (KAPA).

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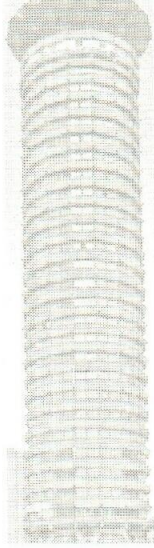
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Chapter 1

Introduction

The 31st Roundtable Conference of the African Association for Public Administration and Management (AAPAM) was organized and hosted by the Government of the Republic of Kenya in collaboration with the AAPAM Executive Committee and held at the Kenya Institute of Administration (KIA), Nairobi, Kenya, from 21st to 25th September 2009. The theme of the Roundtable Conference was **The World Economic Crisis: Challenges to the African Public Administration Systems.**

This report was prepared by the Conference Chief Rapporteur, Dr. Benson Bana, Professor of Public Administration, University of Dar-es-Salaam with the assistance of Session Rapporteurs, namely, Mr. Stephen Lusweti, Mrs Elizabeth Kibaki-Obiero, Mr. George Mukabi, Mr. Simon G. Mwangi, Ms Rachel Ngesa and Mr. Humphrey Mokaya. The final version emerged after additional review by the AAPAM Secretariat.

The 2009 Roundtable Conference was a continuation of the tradition dating back to 1978 when AAPAM launched the holding of a series of annual conferences in different member countries. Each year the conference addresses issues of contemporary relevance and concern. The conference brings together policy makers, senior public sector practitioners and managers, leading public administration scholars and, more recently, young professionals in the public sector, to deliberate on these issues and problems.

Three hundred and fifty five (355) delegates from twenty nine (29) countries attended the 31st Roundtable Conference. Among the participants were Cabinet Ministers, Heads of Public/Civil Services and Secretaries to Cabinet, Permanent/Principal Secretaries and other high ranking Government Officials, Chairpersons and Commissioners of Public Service Commissions, Heads of

Management Development Institutes, representatives of Statutory Institutions, scholars and researchers. The delegates included sixteen (16) Young Professionals who had been newly recruited into the Public Service.

The countries represented at the Roundtable included Botswana, Cameroon, Canada, United Kingdom, United States of America, Ghana, Gambia, Kenya, Lesotho, Malawi, Mauritius, Mozambique, Namibia, Nigeria, Seychelles, Sierra Leone, South Africa, Southern Sudan, Swaziland, United Republic of Tanzania, Uganda, Somalia, Zambia, Benin, South Korea, Ethiopia, Rwanda and Liberia. The Roundtable Conference was also privileged to have representatives of AAPAM Partner Organizations namely, the United Nations Department of Economic and Social Affairs (UNDESA), the Institute of Public Administration of Canada (IPAC), the Korean Association for Public Administration, International Economic Bureau, Korea and the Commonwealth Secretariat, London.

For the second time, the AAPAM Gold Medal Award of distinction and exceptional achievement in public administration and management in Africa was this time awarded to Prof. Gelase Rwabyo Mutahaba, from Tanzania. The annual AAPAM Award trophies for Innovative Management were presented to five finalists from Rwanda (Gold), Uganda (Silver), and Ghana (Bronze) while South Africa and Zambia received Glass trophies. The Gold Medal and the Innovative Management Awards were, respectively, presented by Hon. Ibrahim Elmi Mohammed, EGH, MP, Minister of State for Development of Northern Kenya and Other Arid Areas, and Hon. Amos M. Kimunya, EGH, MP, Minister of Trade.



Roundtable Objectives

Taking into account the magnitude of the global economic downturn and its possible impact on African countries, and in recognition of the central and critical role of public administration in meeting and solving the crisis, the 31st AAPAM Roundtable sought to examine in-depth and breadth the nature, character and magnitude of the global crisis as well as the challenges it poses to the African public administration systems.

In order to achieve the stated objectives, the conference participants specifically:

- (i) Traced the origins of the current global economic crisis and its root causes
- (ii) Examined the causes of the global crisis in general and, specifically, the economic recession
- (iii) Assessed the role that the public administration in African countries and elsewhere has played in order to arrest the past economic crisis
- (iv) Evaluated the incipient or envisioned outcomes and impact of the global economic downturn to the functioning of public administration institutions in Africa
- (v) Recommended appropriate ways and means, and policy options available to stimulate the economies out of recession
- (vi) Assessed the effects of the global economic downturn to the achievements recorded in African countries following the implementation of the public sector reforms in general and the public service reforms in particular
- (vii) Explored the past policy responses which were formulated and implemented by the public services for the purposes of averting and resolving the crisis
- (viii) Attempted to identify the roles that public administration in Africa should play in order to minimize the adverse effects of the current economic recession
- (ix) Delineated and analyzed the effects of the current economic crisis to the African countries and specific measures that have been taken to

combat the crisis

- (x) Discussed country-specific cases illuminating/elucidating the manner and extent to which the public administration institutions are positioned to contain the economic crisis and its effects
- (xi) Brainstormed the stimulus plans and rescue packages as well as appropriate strategies and mechanisms available to arrest or minimize the effects of the global economic downturn
- (xii) Provided an opportunity for the participants, including the administrators, and managers, academics and consultants from various African countries to exchange knowledge and experiences on sound policies and strategies for addressing the global economic crisis

Roundtable Sub-Themes

In pursuit of the above objectives, the Roundtable Conference was organized around the following subthemes:

- (i) The global economic downturn: theoretical and conceptual issues
- (ii) Impact of the global economic crisis on Africa
- (iii) Responding to the Challenges of Global Economic Crisis: Capacity and Capability, Issues of African Public Administration Institutions
- (iv) Strengthening the Regulatory and Oversight role of the Public Administration Institutions
- (v) Repositioning the political leadership in African Countries for the Problems and Challenges of Global recession
- (vi) Country Case Studies
- (vii) Managing transitions in Government during periods of economic crisis

Expected Results

The conference aimed at the:

- (i) Acquisition of in-depth and broad knowledge on the root causes of economic crisis at the global level, and African countries in particular, as well as the mechanisms which public administration systems had used in the past to either prevent or minimize the crises and their effects
- (ii) Gaining of a thorough understanding of the effects of the current economic crisis on African countries
- (iii) Identification of the role that public administration institutions in the African countries should play in minimizing or arresting the effects of the global economic downturn
- (iv) Devising of appropriate strategies aimed at shielding and preserving the achievements made as a result of the implementation of the public service reform programmes
- (v) Identification of appropriate policy responses to addressing the economic crisis and its effects
- (vi) Sharing of experience regarding the possibility of country-specific stimulus rescue plans and delineate transferable lessons for minimizing the effects of the economic downturn
- (vii) Developing of a strategic agenda for promoting the role of public administration institutions in African countries regarding interventions for tackling the effects of the global economic crisis
- (viii) Production of a roundtable conference report incorporating the findings and recommendations on the appropriate and sustainable ways for the public administration systems to face the problems and challenges of the global economic crisis with vim and vigor

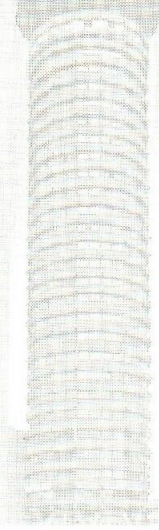
Chapter 2

Official Opening

The 31st AAPAM Roundtable Conference was officially opened by the Hon. Musalia Mudavadi, EGH, M.P. Deputy Prime Minister and Minister for Local Government of the Republic of Kenya. The occasion was also graced by high profile personalities including Amb. Francis K. Muthaura, EGH Permanent Secretary, Secretary to the Cabinet and Head of the Public Service and Mr. Titus M. Ndambuki, CBS Permanent Secretary, Ministry of State for Public Service, Kenya. Representing the development partners were, Dr. John-Mary Kauzya, Chief of Branch, Governance and Public Administration, United Nations Department for Economic and Social Affairs (UNDESA), New York, Mr. Dunstan Maina, Adviser (East Africa), Commonwealth Secretariat, London, Mrs. Wynne Young, President of the Institute of Public Administration of Canada (IPAC) and Deputy Minister of Government of Canada. The AAPAM President, Mr. Tlohang Sekhamane and other AAPAM executives were also in attendance. Mr. John Mitala the former president of AAPAM and Head of Public Service and Secretary to the Cabinet Uganda also graced the occasion.

Mr. Titus M. Ndambuki, CBS, Permanent Secretary, Ministry of State for Public Service, Kenya welcomed all delegates and development partners to the 31st AAPAM Roundtable Conference. He indicated that the Kenya Government was requested by AAPAM to host the 31st AAPAM Roundtable Conference, which serves as a critical forum to learn, share knowledge and exchange experiences from practitioners and academia. He thanked the Kenya National Organizing Committee (NOC) for demonstrating commitment in planning to ensure success of the conference.

At the beginning of the ceremony, messages of solidarity were received from AAPAM development partners and were delivered by the following:

- 
-
- (i) Dr. John-Mary Kauzya, Chief of Governance and Public Administration Branch, Department of Economic and Social Affairs (UNDESA), United Nations on behalf of UNDESA
 - (ii) Mr. Dunstan Maina, Adviser (East Africa) Governance and Institutional Division (GIDD), Commonwealth Secretariat
 - (iii) Mrs. Wynne Young, President of the Institute of Public Administration of Canada (IPAC), delivered a message on behalf of IPAC.

The AAPAM President, **Mr. Tlohang Sekhamane**, Government Secretary, Head of Public Service and Secretary to Cabinet, Government of the Kingdom of Lesotho warmly welcomed the AAPAM fraternity including the Guest of Honour and Heads of Public Services. He expressed appreciation to the Government of Kenya for accepting to host the conference for the sixth time at short notice. He further thanked resource persons and appreciated the unflagging support of collaborators and development partners: CIDA, IPAC, Commonwealth Secretariat- GIDD, UNDP and African Governments. He extended special gratitude to NOC and the AAPAM Secretariat for their dedication and commitment to make the 31st Roundtable Conference a success. He concluded by thanking the AAPAM Vice President-East Africa, Mr. T. Ndambuki for his able leadership in organising the conference.

The Chief Host, **Ambassador Francis Muthaura**, Permanent Secretary, Secretary to the Cabinet and Head of the Public Service, Kenya welcomed the delegates and assured them that Kenya shall continue supporting AAPAM in its endeavour to promote professionalism and excellence in the delivery of public services in Africa. He noted with appreciation the noble role that AAPAM has been playing in creating networks and forums for sharing knowledge and experiences in public administration. He challenged the administrators to interrogate the causes of the economic crisis and provide practicable technical advice and guidance to the political leadership regarding the most appropriate policies and strategies to contain the crisis. He challenged the delegates to explore ways and means which would enable governments in Africa to address multiple crises facing the continent. He concluded his speech by exhorting the delegates to go beyond theoretical discourse and provide practical solutions to the problems

facing the African continent.

In his opening speech, the Guest of Honour, **Hon. Musalia Mudavadi** EGH, MP Deputy Prime Minister and Minister for Local Government welcomed the delegates. He expressed his appreciation for the invitation extended to him by AAPAM leadership to grace the opening session of the conference. He noted that the forum will provide a chance to foster professionalism, promote research and energize collaborations in public administration in Africa and beyond.

The Guest of Honour urged AAPAM to critically examine the role of governance in creating sustainable administrative systems that can enable Africa face the challenges of the global economic crisis. He challenged the conferees to devise strategies for creating effective institutional frameworks that enable political leaders and public administrators and managers to work together and build synergy in the delivery of public services.

The Deputy Prime Minister emphasised the importance of harnessing the potential and competencies of political leaders and civil society organizations in formulating and implementing public policies. He applauded AAPAM in its effort to build and enhance capacity of public administration in Africa. In this connection he urged AAPAM to continue its efforts to develop young professionals especially in the areas of finance, technology and management. He finally invited the delegates to take advantage of being in Kenya and see for themselves the fauna and flora that are unique to Kenya both around and outside Nairobi.

Chapter 3

Conference Deliberations

KEY NOTE ADDRESS

The Global Economic Downturn: Causes, Channels of Communication, Impact on Developing Economies and Africa Leadership Responses

Session Chair

Mr. Tlohang Sekhamane,

AAPAM President, Government Secretary, Head of Public Service and Secretary to Cabinet
Government of the Kingdom of Lesotho

Presenter

Prof Stephen Adei

Distinguished Retired Rector, Ghana Institute of Management and Public Administration
Ghana

Rapporteurs

Mr. Stephen Lusweti

Mrs. Elizabeth Kibaki-Obiero

Presentation

In his Key Note Address, **Prof Stephen Adei** discussed the global economic crisis, its causes and implications.



The presenter began by mapping out the historical context of the crisis and stating the underlying factors that set the stage for the crisis of 2008/2009. He identified the main trigger of the crisis as the collapse of the US sub-prime mortgage. This crisis, he stated, had far reaching implications including the contraction of GDP, a massive credit crunch, unemployment and collapse in value of housing, stocks, personal assets and companies.

In responding to the crisis, the presenter indicated that the Major Economies had followed classic Keynesian economic principles but also cooperated to find joint solutions. As a result, he asserted that these initiatives would shorten the recession and reduce its adverse impacts.

In the developing countries, he indicated that the crisis had been transmitted through the slowdown of the global economy and that the varying implications depended on the extent to which the respective African economics were integrated to the global financial system. Following the onset of the crisis, the presenter subsequently identified its impact on Africa. He noted that the impact of the global economic downturn on Africa was as result of ineffective local policies and inadequate leadership.

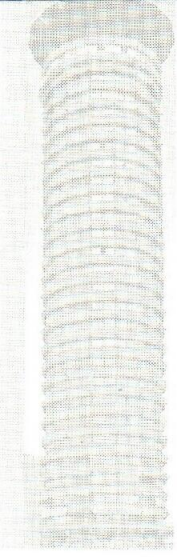
The presenter concluded by outlining the following lessons for Public Administration in Africa:

- (i) Role of the state in countering negative cyclical trends
- (ii) The need to engrain characteristics of the developmental state
- (iii) The importance of strengthening regulatory authorities
- (iv) The need for enhanced national development management capacity
- (v) The need for improved political leadership

Discussion/Recommendations

The participants raised the following issues:

- (i) The difficulty in tackling the current economic crisis while dealing with other existing challenges

-
- 
- (ii) The need to develop national think tanks which propagate strategic focus
 - (iii) The need to develop country specific strategic frameworks

PLENARY SESSION 1

The Global Economic Crisis and its impact on Africa

Session Chair: **Mr. Joe D. Issachar,**
AAPAM Deputy President, Head of Civil Service,
Republic of Ghana

Presenters: **Prof. Karega Mutahi,**
CBS, Permanent Secretary, Ministry of Education,
Government of Kenya

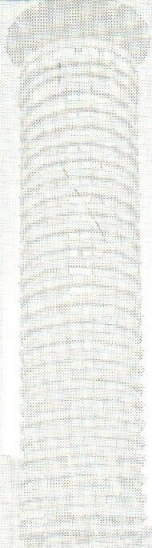
Dr. Honest P. Ngowi,
Mzumbe University Business School, Morogoro, Tanzania

Ndenga Dimalla, Pierre,
Auditeur et Controleur, Interne'a la Caisse Autonome
d'Amortissement du Cameroun (Cameroon
Management debt Agency) Cameroon

Rapporteurs: **Mr. George N. Mukabi**
Mr. Simon G. Mwangi

Presentations

Three papers were delivered during this plenary session. The first paper was delivered by **Prof. Karega Mutahi** and was titled: ***Impact of the Global Economic and Financial Crisis: Sustaining growth, Poverty Reduction and Human Security in Africa.*** The second paper was on the ***Current Global Financial and Economic Crisis and its impact on Africa*** and it was delivered by **Dr. Honest P. Ngowi.** **Mr. Ndenga Dimalla Pierre** presented the third paper entitled: ***The World Economic Crisis: Challenges for the African Administration Systems.***



Prof. Karega Mutahi in his presentation sought to address growth sustainability, poverty reduction and human security in Africa in the face of the Global Economic Crisis. His presentation focused on the impact of the global issues on the education sector in Kenya. He pointed out that the crisis had led to reduced funding to the education sector which may affect teacher recruitment against an increased school enrolment. He called for creation of a common voice on the challenges of the crisis and globalization in general. The presenter further suggested re-crafting of a Global Financial Assistance strategy for developing countries.

In conclusion, the presenter noted that the Global Economic Crisis had adversely affected African countries and that this was clearly manifested by the myriad problems facing the youth, noting that this segment of the population posed the greatest challenge and failure to address their plight may lead to social instability.

The next presenter, **Dr. Honest P. Ngowi** examined the current Global Financial and Economic Crisis and its impact on Africa. He gave a general overview of the meaning, nature, causes, impact and possible solutions for the crisis in Africa. Noting that Global Economic Crisis had impacted on countries differently, albeit in some instances positively, Dr. Ngowi highlighted various examples of how the crisis had affected Sub-Saharan African countries particularly in trade and in the financial sector.

He suggested that the solution to the current global financial and economic crisis should be to address the specific causes in general and reverse its impacts in particular. Key among the strategies includes appropriate fiscal and monetary policies, effective and comprehensive reform of international banking, financial and monetary systems, and a rethink of financial liberalization by substituting them with more stringent controls, regulations and supervisions.

The last presenter, **Mr. Ndenga D. Pierre** gave an overview of the origin of the current crisis, characteristics of African economies, challenges and its

consequences on the African Public Administrations. The presenter examined the production, consumption and distribution factors of the African Economy and noted that the continent has a lot of unexploited potential. He emphasized the need for African countries to work hard towards addressing the challenges posed by the crisis.

On the role of Public Administration the presenter noted that public administrators play a key role in economic development of their countries through implementation of various sectoral policies, provision of security and execution of social justice.

The presenter emphasized the need to address the crisis and suggested the following solutions: capacity building, improving management of resources, creating employment opportunities and addressing corruption.

Discussion/Recommendations

Participants raised the following issues:

- (i) The need for regulating and monitoring financial institutions backed by good governance from both the political and corporate leaders
- (ii) The need to control population growth in Africa to achieve a healthy and educated society that contributes to economic growth
- (iii) The need to put the Global Economic Crisis within the African context with a view to identifying specific areas of focus and targeted solutions
- (iv) The need to pay special attention to the challenges posed by a youthful population that is faced with acute unemployment, poverty and diseases.

PLENARY SESSION 2

- The Global Economic Crisis and its Impact on Africa**
- Session Chair **Prof. Richard Levin, Director General**, Department of Public Service and Administration, South Africa
- Presenters **Mr. William Turyasingura**, Uganda Management Institute, Kampala, Uganda
- Mr. Lazarus Nabaho**, Uganda Management Institute, Kampala, Uganda
- Dr. Theresa Moyo**, Senior Lecturer, Master of Development Programme, Turfloop School of Leadership, University of Limpopo, Polokwane, South Africa
- Rapporteurs **Ms. Rachel Ngesa**
 Mr. Humphrey Mokaya

Presentations

Three papers were delivered during this plenary session. The first paper presented by Mr. William Turyasingura, was titled **The Impact of Global Economic Crisis on Foreign capital inflows in Africa: Implications for the Achievement of Millennium Development Goals**. The second paper presented by Mr. Lazarus Nabaho was titled, **The Impact of the Global Economic Crisis on Employment and labour markets in African Countries: A Preliminary Survey**. The last paper on the **Impact of the Global Economic Crisis on Africa with Special Focus on the Mining, Industry and Trade Sectors** was delivered by Dr. Theresa Moyo.

The first presenter, **Mr. William Turyasingura** premised his presentation on the fact that the global economic crisis has turned into a human crisis. He questioned the

previously held view that Africa is insulated from the effects of the crisis and argued that foreign direct investments make the continent more vulnerable making it difficult to achieve the millennium development goals. The presenter recommended that focus should be on developing infrastructure which will lead to enhanced employment, investment in social sectors like health and education, establishment and improvement of social protection schemes and strengthening of governance structures.

The second presenter, **Mr Lazarus Nabaho** focused the presentation on the negative impact of the Global Economic Crisis on the current employment gains. He pointed out that the effects will be differentiated across the continent depending on the strength of various national economies. He contended that the sharp contraction will translate in redundancies, dismissals, closure of businesses, diminishing interest in certain jobs and a reversal of rural-urban migration.

The presenter proposed the following policy initiatives that could stem these eventualities:

- i. Safeguarding viable job losses through support for shorter hours , skills development to limit wasteful layoffs and reinforcing active labour market programs to avoid the risk of long term unemployment;
- ii. Increasing investment in employment, development of infrastructure, investing in food security and development of the rural economy;
- iii. Protecting the youth from long term unemployment, training low skilled and the unemployed.
- iv. Supporting micro and small enterprise firms and promoting self employment

The last presentation by **Dr. Theresa Moyo** reviewed evidence of the impact of the global economic crisis on the mining industry and trade. The presenter argued that the crisis is a function of the vulnerability of African economies. She contended that there must be a transformation of the structural frameworks of the economies. The presenter argued that mining sites will close on a massive basis leading to a curtailment of capital expenditure programmes in most African

countries. She also pointed out that export and import trade was on a decline in most countries resulting in trade imbalances.

The presenter highlighted the following policy issues which should be taken into account in addressing the crisis:

- i. Need for enhanced industrial development
- ii. Revitalization of regional integration
- iii. Need for Africa to lobby for better representation in international global fora.
- iv. Need to improve regulatory framework

Discussions and Recommendations

The following comments were made:

- i. There is need for greater value addition in utilization of Africa's resources and reduction of dependence on the developed countries
- ii. There is need to seriously address loss of skills through brain drain

PLENARY SESSION 3

Challenges of, and Responses to, the World Economic Crisis in Africa

Session Chair

Mr. Phillemon Luhanjio

Chief Secretary, President's Office, Secretary to Cabinet and Head of Civil Service
Tanzania

Presenters

Dr Finlay Sama Doh

President AAPAM
Cameroon

Dr Fondo Sikod

University of Younde II
Cameroon

Dr John-Mary Kauzya

Chief, Governance and Public Administration Branch
United Nations Department of Economic and Social Affairs (UNDESA)
New York

Rapporteurs

Mrs Elizabeth Kibaki-Obiero

Mr. George N. Mukabi



Presentations

Three papers were presented during this plenary session. The first delivered by **Dr. Finlay Sama Doh** was titled **The Impact of the Global Economic Crisis on Africa**. The second paper **The Current Economic Crisis and Public Administration in Africa** was delivered by **Dr Fondo Sikod**. **Dr John-Mary Kauzya** presented the last paper entitled **Revisiting the Role of Public Administration in Africa's Development: Strengthening the Human Resource Function for Effective Service Delivery in an Environment of Economic Crisis**.

In his paper **Dr. Finlay Sama Doh** focused on the impact of the current Global Economic Crisis on public administration and responses to the crisis.

He began his presentation by linking the causes of the current crisis to over-extension of American financial institutions. He observed that in Sub-Saharan Africa, the crisis was exacerbated by lack of accountability in the management of public resources and corruption.

He noted that the crisis had negatively affected trade resulting in dramatic decline of commodity prices, financial inflows, and unemployment and inhibiting the fight against poverty. This downturn, he observed, had created a number of challenges for Public Administration, the greatest being the inability to meet citizen's demands especially in implementation of social programs in the face of declining state revenues.

In response to this negative impact, the presenter identified the following interventions to these challenges: fiscal stimuli, promotion of democratization and decentralisation, review of economic governance systems, improvement of resource mobilisation and strengthening Public Service Ethics and Professionalism. He noted that African Public Administration must now embark on similar revitalisation efforts but also focus on preventing and resolving conflicts,

applying modern information and communication technologies and undertaking human resource management reforms.

The second presenter, **Dr. Fondo Sikod** sought to identify the causes and the viable responses to the Global Economic Crisis given the continent's economic and financial realities.

He highlighted the various causes of the crisis including the burst of the US housing bubble and the operations of the global capital markets. This, he stated, was exacerbated by China's recycling of its significant foreign reserves.

He noted that in addition to the emerging crisis, Public Administrators in Africa also operated under difficult conditions such as political uncertainty, weak institutions, poor economic conditions, disease and natural calamities. All of these, he observed, hindered the ability of the Administrators to cope.

In conclusion, the presenter stated that in order to deal with the current crisis, there was need to continuously update institutions in Africa to respond to the dynamic environment and more so shift to a knowledge-based economy that actively leverages information, communication and technology.

The last presenter **Dr John-Mary Kauzya** discussed the central role of public administration and the human resource function in dealing with the current economic and financial crisis.

He noted that from a global perspective, the economic and financial crisis had occurred when the world was grappling with other crises i.e. food crisis, security and climate change. This, he explained, would adversely affect future generations as public administrators struggled to review funding and channel efforts to deal with the emerging situation. The presenter observed that although in the face of the crisis the landscape seemed bleak, the financial crisis actually provides an opportunity for public administration in Africa in that it creates a favourable environment for repositioning what was previously a downgraded and derided profession and redefining the state-private sector relationship. He

identified this as an opportune time to define African solutions to the challenges faced without much external interference

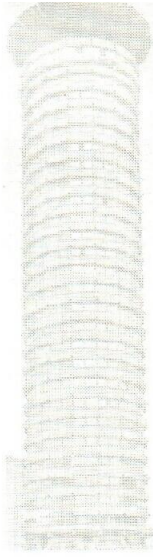
The presenter further identified the following as the desired impact of the crisis: A shift from external to home-grown determinants of the role of Public Administration in Africa's development; Strive to enhance the attractiveness of the public service; A Public Service that is focused not only on the present, but also on the future needs of the continent, as well as modern ways of working, Engineer demand to boost more and sustainable production; Work out the best balance between the market and public administration, and; The State must assume the role of planner, regulator, cushion of citizens and shock absorber during bad economic times.

Discussions and Recommendations

There was consensus that there was need to develop strategies to deal with the crisis. The participants stated that the strategies should include:

- (i) A review of what the role of the state would mean to the practice of public administration
- (ii) Take cognisance of the fact that Africa is not homogenous and as such would require socio-economically sensitive solutions
- (iii) Capacitate institutes of public administration and management to retool the practitioners and professionals to deal with current and future realities
- (iv) Address the ethics, attitudes and mindsets of Public Administrators
- (v) Develop interventions, owned and driven by respective African Governments without overreliance on external influence

At the conclusion of the session, it was also agreed that all participating countries should develop an action plan detailing a few priority areas that they would address after the conference.



PLENARY SESSION 4

Lessons Learned: The Korean Development Experience

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

Presenters **Prof. Daehee LEE**, President of the Korean Association for Public Administration, Professor of Public Administration and Policy Analysis, Kwangwoon University, South Korea
Chung-Keun PARK, Director of Development Cooperation Division, International Economic Bureau, Ministry of Strategy and Finance, Korea

Rapporteurs **Ms. Rachel Ngesa**
Mr. Simon G. Mwangi

Presentations

Two papers were delivered during this plenary Session. The first paper delivered by Prof. Daehee LEE, was titled **Lessons and insights from the Experiences of Korean National Development**. The second, **Korea's Resilient Economy and Decisive Measures: Taking a Stand against the Global Turmoil** was delivered by Chung-Keun PARK.

Prof. Daehee LEE in his presentation explained South Korea's traumatic historical context that culminated into its success, placing it among the top ten world economies in 2009. He indicated that South Korea's current focus is on democratization and readjustment of the systems in order to further improve on their socio-economic performance.

On nation building, the presenter indicated that Korea adapted the following strategies during the early days of nationhood:

- (i) Stopped discussion of reuniting with North Korea and established a unitary Government on its own for stable development
- (ii) Adopted a centralized government system which made it easier to build the nation, created legislative systems and institutions, emphasised human resource education and secured finances
- (iii) Promoted the five year Economic Development Plan, set up an Economic Development Board (EDB), and adopted a 24 Hour Economy
- (iv) Introduced the concept of the 'new village movement' that resulted in successful reform of public consciousness that led to revitalized national development.

In conclusion, the presenter reiterated that success in addressing the Global Economic Crisis required a government-led economy, export oriented development and advanced industrial structures.

The second presenter **Chung-Keun PARK**, reviewed recent macroeconomic development indicators and South Korea's policy responses and preparation for the future in light of the Global Economic Crisis. He noted that the South Korean economy is small but open to the world, making it vulnerable to the crisis. He pointed out that in 2008 South Korea suffered an economic downturn but cohesive policy coordination through the G20 enabled her to manage the crisis and is currently on the path of recovery. The presenter pointed out the following policy interventions, adopted by South Korea to mitigate the effects of the Global Economic Crisis:

- (i) Provided tax cut and fiscal expansion to boost domestic Economy
- (ii) Reviewed the monetary policy and addressed foreign currency liquidity
- (iii) Developed a vibrant domestic demand for goods and services
- (iv) Reviewed the employment policy to lay emphasis on job creation and job-sharing, wage cuts for new recruits promotion of Small and

Medium scale Enterprises, and hiring of youth interns to increase employment

The presenter pointed out that Africa is viewed by the world as having abundant natural resources, public demand for development and a great potential for growth. He emphasized the need for greater global cooperation and partnerships between Korea and developing African countries in addressing the crisis.

Discussions and Recommendations

The following were identified as the key learning points from the South Korean experience:

- (i) High economic growth contributes to political stability
- (ii) Cuts on income and corporate tax encourage investments
- (iii) Intangible values and ethics that contribute to progress need to be revisited to enhance development.
- (iv) There is need to establish a Bureau of Strategy to facilitate negotiations and consultations among key state players.

It was recommended that African countries should develop appropriate fiscal and monetary policies, improve governance, mobilize resources and utilize them more efficiently in addressing the crisis.

PLENARY SESSION 5

Managing Transitions in Government During Periods of Economic Crisis

Session Chair

Dr. Margaret Kobia, Director & Chief Executive, Kenya Institute of Administration, Kenya

Presenters

Mr. Greg Orencsak, Assistant Deputy Minister, Ministry of Finance, Government of Ontario, Canada

Dr. Ludeki Chweya, Permanent Secretary, Office of the Vice President and Ministry of Home Affairs, Government of Kenya

Prof. Sam E. Oyovbaire, Professor of Political Science and Consultant in Governance, Public Policy and Institutions, Lagos, Nigeria

Mr J. Mitala, Head of Public Service and Secretary to Cabinet, Republic of Uganda

Rapporteurs

Ms. Rachel Ngesa

Mr. Simon G. Mwangi

Presentations

The fifth plenary session featured country case study presentations on managing transitions in government during periods of economic crisis. The first presenter Mr. **Greg Orencsak** outlined various reforms undertaken by the State Government of Ontario, Canada, in the face of the Global Economic Crisis. These included:

- (i) Use of monetary policy mechanisms which led to a decrease in interest rates
- (ii) Fiscal policy mechanisms such as spending and tax measures, targeted assistance to various sectors, liquidity support to banks and other stimulus

packages to help kick start the economy

- (iii) Structural Reform on regulations, tax structures and social welfare programs; and
- (iv) International mechanisms and intergovernmental cooperation among key blocks such as G20, G7, International financial institutions, and support to key economic sectors such as the auto industry which is a key economic sector in Ontario

The presenter highlighted the following lessons learnt from interventions by the government during the crisis:

- (i) The importance of timely policy response
- (ii) The need for comprehensive use of available policy mechanisms such as fiscal and monetary policies
- (iii) The need to remove barriers that inhibit speedy response (process improvement)
- (iv) The importance of inter-governmental cooperation and coordination
- (v) Creation of a forum to develop response plans and build consensus
- (vi) The need to create financial credibility; and
- (vii) Effective regulatory oversight for economic stability

The facilitator pointed out that the main challenges in tackling the crisis include getting countries to agree on long term solutions, and not merely settling on immediate and short term solutions. He singled out building consensus on the extent of regulations for international financial markets among countries as an area that has proved difficult. Similarly he noted that in attempts to kick start their economies, countries have been faced with fiscal deficit and growth of public debt which is detrimental in the long run.


He emphasized that for countries to overcome the challenges, international cooperation remains critical, as is the role of public administrators. He noted that the crisis provides an impetus for countries to re-evaluate their programmes and to implement structural reforms in their social welfare, tax and pension systems as well as investing in green power.

On political transition, the speaker emphasized that public administrators have a vital role to play for a smooth transition in Governments.

The second presenter **Dr. Ludeki Chweya** observed that history has revealed that the causes of the current Global Economic Crisis are similar to economic crises of the 1930s and 1960s and 1970s. Solutions to the previous crises were found in embedded liberalism thus banishing the state to peripheral roles. Neo-liberalism became the preferred economic model until the present crisis where debate is now focused on the need to have the state play a major role in the economy. He noted that the present crisis is rooted in liberalization and market deregulations, thus the solution is embedded in a reverse model through legislative actions and state share ownership in major corporations, as has happened in the USA. He emphasized that in addressing the crisis, the African state must seek to play an even bigger role in the economy through risk management and legislations.

Prof. Sam E. Oyovbaire in his presentation gave an overview of the Nigerian experience in tackling the crisis. He pointed out that the Nigerian economy, with its reliance on crude oil and gas as the main sources of revenue, has been adversely affected by the crisis. Further, the banking sector though engaged in activities that are basically national and regional at best, has also been hard hit. Therefore, the government has had to inject funding into the sector as well as overseeing leadership changes in efforts to stabilize the sector. The presenter concluded that there was need to strengthen the oversight systems, in order to address such important sectors as education, infrastructural development etc, and to craft and follow through economic blue-prints for economic growth. He emphasized the need to redefine the role of public administrators, introduce political and policy changes and enhance the relationship between power, politics and public administration.

In his presentation, **Mr J. Mitala** focused on the need to drop perennial pessimism expressed in African fora and move forward in addressing the continent's problems. He noted that public servants are central in managing transitions as they are relatively permanent than politicians and thus more conversant with the



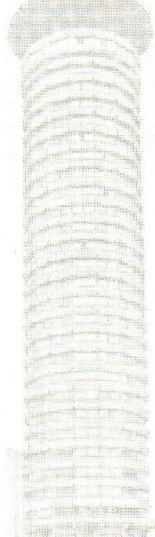
challenges facing the continent. He highlighted some of the challenges as financial constraints affecting social and economic rescue programs and dependence on development partners which inhibits efforts to plan ahead.

As a way forward, the presenter suggested that Africa should take advantage of opportunities presented by the crisis as well as focus on human and physical resources with the aim of building capacity for growth and development.

Discussions and Recommendations

- (i) There is need to inculcate good values in management of public affairs.
- (ii) State needs to take charge of social and economic development in Africa while at the same time meeting regional and international trade requirements
- (iii) There is need for Africa to start addressing the Global Economic Crisis as a continent as the challenges posed by the crisis are complex and interrelated
- (iv) Concerns were expressed that the papers presented were more academic than practical. It was however clarified that all practical issues have a theoretical base, and as public administration involves policy articulation, decision making and service delivery, public servants should be in a position to advice governments and hence the need for theory and practice combined.
- (v) There is need to look at the issues and how they affect delivery of services and the best approach to enhance the role of the state in service delivery.
- (vi) There is need to review the role of leadership, economic independence and strengthening institutions in addressing the Global Economic Crisis and prioritize the solutions.
- (vii) The need to develop a working culture amongst our people and the need for public servants to advise political leaders on priority areas of intervention, especially when confronted with issues competing for attention.

PLENARY SESSION 6



Session Chair

Strengthening the Regulatory and Oversight Role of Public Administration Institutions

Ngole Philip Ngwese,

Secretary General, Ministry of Public Service Administration and Reform, Republic of Cameroon

Presenters

Dr. Benson Bana

Department of Political Science and Public Administration, University of Dar-es-salaam, Tanzania

Prof. Adele Jinadu

Department of Political Science, University of Lagos, Nigeria

Prof. John Forje

Department of Political Science, University of Yaounde-Sao, Cameroon

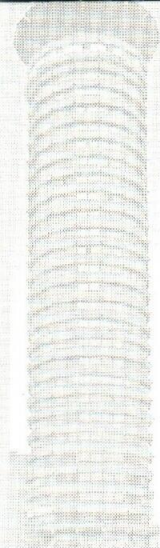
Rappoteurs

Mr. Humphrey Mokaya

Mr. Stephen Lusweti

Presentations

Three papers were presented during this session. The first one titled **Regulatory and Oversight Institutions in Public Administration: A Neglected Function in Public Administration** was delivered by **Dr. Benson Bana**, the second was titled **Strengthening the Regulatory Role of the African State: The Approach of the APRM** presented by **Prof. Adele Jinadu**, and the third was titled **Repositioning the Political Leadership in Countries for the Problems and Challenges of Global Economic Recession** and was presented by **Prof. John Forje**



Dr. Benson Bana made the case for a strong regulatory framework as a tool for ensuring accountability. The presenter pointed out the correlation between regulation and good governance and emphasized that regulation is a necessary precursor for effective public administration.

The presenter argued that a new public administration has necessitated the strengthening of regulatory authorities. In conclusion, the presenter argued that the problem in Africa is one of who should regulate the regulator. He stated that the way forward would be:

- (i) delegation of regulation to autonomous agent authorities
- (ii) adoption of regulatory impact assessments
- (iii) coordination and networking arrangements, that is, a central body to link all the regulatory bodies
- (iv) consultations as mandated by law
- (v) increasing finances to regulatory bodies, and
- (vi) empowering the bodies with effective lawyers

Professor Jinadu's presentation contended that an early warning system using the APRM would be a sure way of forestalling the vulnerabilities experienced by African economies on the political and economic fronts.

He pointed out that the APRM provides a good framework for regulation by mediating the state and civil society. The APRM hence redefines the centrality of public interest in Africa.

The Professor contended that the mechanism would provide regulatory framework that could pre-alert when crises emerge. He argued that deregulation does not necessarily presuppose supplanting the market but rather complements it by allowing the market to operate in a political or policy environment. The presenter emphasized the need for democratic, civic, political and legal culture as basis for a Pan African drive in dealing with crises.

In concluding, the presenter pointed out that there is need for substantive policy focus in common interest and shared values which call for a coordinated African

continental and Africa Diaspora responses that transcends boundaries, implying a diminution of the power of the state. Hence pluralism should be improved and people should be encouraged to participate.

The last presenter, **Prof. Forje** argued that there is need for democratic governance for the continent to move away from crises. There is further need to reconstitute state capacity and reform the civil service. The presenter also argued that African public administration will need to articulate and aggregate policy measures. The other issue raised was related to utilizing AAPAM as a policy advisor in human resource development. He also stated that the state will need to engage constructive restructuring of state bureaucracy.

The Professor argued that the state has become individualized. He argued that we need to strengthen indigenous technology in order to compete effectively in the global economy. He stated that there is also need to empower the female gender. The point was made that the civil service is a critical link for service delivery.

Discussions and Recommendations

Participants raised the following issues:

- (i) The participants posed the question why countries like Ghana are lauded for good governance using the APRM. The point was made that a lot of participation and consultation are the precursors for good governance.
- (ii) It was observed that the main problem is one of oversight and not regulation *per se* and therefore oversight bodies should be strengthened.
- (iii) It was observed that Africans too are innovative and innovation is not a preserve of the west.
- (iv) The role of citizens in regulation is important to make the regulation vibrant, but the people must first be educated and empowered to effectively interrogate the activities of government agencies. It was observed that Africa needs shared values to mitigate vices such corruption.

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- (v) After licensing, public administrators should follow up to find out whether the regulations are being followed.
 - (vi) It was observed that the APRM has to work on issues of executive interference and negative perception from the citizenry.
 - (vii) The participants noted that the civil service should remain apolitical to raise the bar of professionalism.
 - (viii) The participants noted that there is need to bench mark on best practices in regulatory frameworks in order to share experiences given the diversity of country scenarios.
 - (ix) It was observed that the media should play a more enhanced role in sensitizing the public on operations of regulatory agencies and for purposes of promoting accountability.

PLENARY SESSION 7

Country Case Studies

Session Chair

Mr. Abdon Agawjok Nhial

Secretary General and Head of Public Service
Government of Southern Sudan

Presenters

Prof. Sam E. Oyavbaire

Professor of Political Science and Consultant in
Governance, Public Policy and Institutions
Lagos, Nigeria

Prof. Malcolm Wallis

Durban University of Technology
Durban, South Africa

Prof. Delphin Rwegasira

Department of Economics
University of Dar-es-Salaam, Tanzania

Dr. David K. W. Ssonko

Head of Research, Uganda Management Institute
Kampala, Uganda

Mr. Ben C. Eghan

Secretary to Cabinet
Government of the Republic of Ghana

Rapporteurs

Mrs Elizabeth Kibaki-Obiero

Mr. George N. Mukabi

Presentations

This plenary session featured five case studies. The first by **Prof. Sam E Oyavbaire** was titled **Nigeria's Permanent Crisis: The World Economic Recession and its implications for the Nigerian Public Administration System**. The second, **Coping with the Crisis: South Africa's Public Sector Response** was delivered by **Prof. Malcolm Wallis**. The third paper, **The Global Financial Crisis and Economic Implications for Tanzania** was delivered by **Prof. Delphin Rwegasira**. **Dr. David K. W. Ssonko** presented the fourth case study, **The Impact of the Global Economic Crisis on Uganda: What Mitigating Role can Public Administration Play?** The last case study by **Mr. Ben C. Eghan** was titled **The World Economic Crisis: Challenges to African Public Administration Systems-Country Case study of Ghana**.

The first presenter **Prof. Sam E. Oyavbaire** in his presentation discussed Nigeria's permanent crisis in the face of the Global Economic Crisis, its implications and the role of the Public Service in mitigating the crisis. He pointed out that the crisis was a continuation of what he viewed as "Nigeria's permanent crisis."

He reported that the Nigerian economy was characterised by relative undercapitalisation of all sectors, a crisis of industry closures, growing unemployment, retrenchment arising from reforms in the public service and relative non performing projects in the agricultural sector. Notwithstanding the challenges of the crisis, the presenter pointed out that Nigeria had some conditions which tended to minimise the impacts of the melt down. These are: the substantial amount of cash kept out of the banking system; the existing economic reforms and debt relief from external creditors, consolidation of the banking and other financial institutions and a significant amount of foreign fund reserves.

He emphasized that although these measures were in place, it would be difficult to alleviate the situation as long as there continued to be disharmony between technocrats and politicians.

The second presenter **Prof. Malcolm Wallis** presented a case study on South

Africa focusing on the impact of the Global Economic Crisis, the consequences on the public sector and the measures to address the crisis.

On the outset the presenter pointed out that the impact of the crisis in South Africa has not been as dramatic as in several countries of the West. To indicate the minimal impact of the crisis in South Africa, the presenter noted that banks had not closed down and neither had the financial sector broken down.

On consequences of the crisis on the public sector, the presenter highlighted declining tax revenues, the potential breakdown of important social services, retrenchment in the private sector and the long term impact, such as the reduction in university enrolment, as some of the effects of the crisis.

He reported that the new South African Government was committed to transformation and had embarked on instituting new financial legislation, a development plan and has embraced the concept of cooperative societies among other social and economic reforms.

Prof. Delphin Rwegasira in his presentation discussed the economic transmission channels, impact of the crisis and measures taken by the Government of Tanzania to address the crisis.

On transmission channels, the presenter placed focus on the more significant ones which are largely indirect but impacting through slow export growth, weak growth or decline in tourism receipts, reduced remittances, and increase in inflation, reduced foreign direct investment and reduced official development assistance. On impact, the presenter pointed out that Tanzania had a serious problem of employment and underemployment.

To mitigate the effects of the crisis, the presenter pointed out that the goal should be to protect economic activity and future growth by:

- (i) Macroeconomic & institutional strategies
- (ii) Supply side measures and related employment

- (iii) Mobilising external resources; and
- (iv) Enhancing international cooperation

In the case study on Uganda, **Dr. David K. W. Ssonko**, the presenter stated that the Ugandan economy had in the recent past recorded strong economic growth. However, as a result of the crisis, he reported that the national budget had predicted the economic growth rate would be the lowest in the last six years. Other effects he identified included low growth rates of trade including exports, reduced demand of primary commodities, reduction of private and donor aid inflows, reduction in tax revenue, withdrawal of multinational corporations as well as rising unemployment and poor liquidity in the financial sector.

The presenter identified the following as the policy responses being undertaken by the Uganda Government to mitigate against the crisis:

- (i) Fiscal stimulus to support infrastructure and agriculture
- (ii) Streamlined taxation to encourage investment
- (iii) Improved management of foreign reserves
- (iv) Investment in instruments issued by G7 governments and multinational institutions.

Subsequently the presenter proposed the following other policy options:

- (i) Value for money through allocation of resources to priorities that will stimulate economic growth
- (ii) Improving tax administration to reduce loopholes
- (iii) Establishment of a taskforce to deal with the challenges resulting from the crisis
- (iv) Investment in pro-poor programs; and
- (v) Improvement in external debt management including negotiating for further debt relief

The presenter emphasized that public administration had a critical role to play in mitigating the crisis including providing strategic leadership, improving on service delivery, fighting corruption and reducing wastage of public resources.

The last presenter **Ben C. Eghan** presented a case study on Ghana. In his

presentation, Mr. Eghan discussed the manifestation of the crisis in both advanced and developing countries, common trends in the manifestation of the problem and the role of the public sector.

The presenter stated that the origin of the crisis was in the USA and that it had manifested itself in Africa as result of negligence on the part of Public Administration as seen in the failure of governmental and regulatory institutions to supervise all aspects of national life including activities of the banking sector.

As for developing countries, the presenter indicated that the crisis had manifested itself in poor lending capacity of banks, low economic growth and a rise in unemployment.

He suggested that in order to deal with the crisis and given the re-emergence of the role of the state, there was need for:

- (i) Public Administration to assist the State and take control by providing leadership in addressing the crisis.
- (ii) review the state regulatory function
- (iii) review the role of Public Administration to make it more citizen-centred;
and
- (iv) Government to re-define the way it does business

In concluding, the presenter noted that it was important for political leaders to take responsibility and drive performance improvement.

Discussion/Recommendations

During the plenary session, the following issues emerged:

- (i) The need for strategic leadership in Public Administration

-
- (ii) The need for competent human resource in the Public Service
 - (iii) The need to capitalise on Public Administration as a tool for development
 - (iv) The need to address corruption perpetuated by top bureaucrats and political leaders
 - (v) The need to embark on projects that contribute to job creation

PLENARY SESSION 9: Panel Discussions

Developing Africa's Human Resource Capacity for Anticipating, Preventing and Managing Economic and Other Crises

Session Chair

Dr John-Mary Kauzya

Chief, Governance and Public Administration Branch
United Nations Department of Economic and Social
Affairs (UNDESA)
New York

Presenters:

Mr. George Yambezi

Permanent Secretary Public Service Management,
President's Office
United Republic of Tanzania
President of APS HRM-Net

Mr. Amidou Adamou

Administrateur Civil Directeur de Cabinet, Ministère de
la Reforme
Republique du Benin
Vice- President of APS HRM-Net

Rapporteurs

Mr. Simon G Mwangi

Mrs Elizabeth Kibaki-Obiero

Mr. George N. Mukabi

Presentations

A presentation was made on the establishment and operations of the APS-HRMnet. The presenter highlighted the origin of the network, objectives and the launch of the network in Arusha Tanzania in February 2009. The aim of the network is to promote, improve and strengthen excellence, integrity and professional standards in the practice of human resource management in the public sector in Africa. The presenter further reported that the network comprises three institutional organs namely: The Members' Assembly, the Executive Council and the Secretariat.

The presenters appealed for support from all member countries to facilitate the operations of the network.

Discussions and Recommendations

- (i) The need to partner with tertiary institutions in developing human resources for the Public Sector in Africa
- (ii) The need to establish national chapters of the network in respective African countries
- (iii) The need to use the network to facilitate knowledge sharing
- (iv) The need for continued synergies with ongoing capacity development initiatives particularly linking with NEPAD and CAMPS
- (v) African countries urged to fully utilise the network's website and other resources for capacity development
- (vi) HRMNet bridge the capacity gap currently filled by external consultants

Chapter 4

Group Discussions/Reports

Participants went into four syndicates on the 2nd day of the Roundtable where they examined in detail issues of relevance to theme. The topics discussed during these sessions were:

- (i) Repositioning Public Administration Systems (institutions and processes) In Africa in the face of Multiple Crises including the Global Economic Crisis.
- (ii) Facing the Global Economic Crisis: Transferrable Lessons for Africa.
- (iii) Africa's Responses to the Global Economic Crisis: Which Policy Measures will Get Africa out of the Crisis.
- (iv) Strengthening the Capacity of the Public Administration to Address the Global Economic Crisis: Focus on Networking.

The outputs of the various group works are set out below:

GROUP ONE

Topic: Repositioning Public Administration Systems (institutions and processes) in Africa in the face of Multiple Crises including the Global Economic Crisis.

Presentations

Africa, like most other continents in the world, experiences crisis of one kind or the other and from time to time. These crises include natural as well as man-made ones that induce suffering on a wide scale. While it noted that Africa has had no

direct role in the current global economic crisis, it has had to contend with the consequences that are emanating from it. Africa will need to come up with efficient ways of managing the problems and reposition itself to deal with such situations in future.

The search for solutions requires that both the political leadership in Africa and the Public Service must collaborate more closely than ever before in order to succeed in this endeavor. The global economic crisis may be the most urgent challenge today but there are obviously other crisis affecting Africa today. These include man made crisis as well natural disasters. They include global warming/climate change or environmental disasters, governance failures, unemployment particularly of the youth, corruption, tribalism, issues of mass poverty, illiteracy and diseases.

In order to address these challenges, political leadership must allow the public service to function professionally without interference. Any attempt at repositioning the public service to deal with the many challenges must aim at strengthening the public service.

Currently, the public administration system is afflicted by the following:

- (i) Slowness
- (ii) Rigidity
- (iii) Inadequate capacity
- (iv) Transactional routine
- (v) Political partisanship

Recommendations

For the Public Administrative system to be effective, there will be the need for

1. Capacity Building:

It must lead to a professional public service

Meritocracy should form the basis of work in the service

Mentoring of Civil Servants

2. AAPAM should formulate a set of regulations that should be accepted at the Head of State level and which, with some basic modifications, will become the blue print for the African Public Service. This set of rules must aim at safe guarding the independence of the service.
3. An appeal system
4. The personal attitudes and ethics of Public Servants must be evaluated, appraised and improved.
5. Politicians need to be sensitized about the work of Public Servants and how this helps politicians themselves. In this connection, the group called for the establishment of
 - a) A staff college to train politicians especially new entrants who may lack the requisite experience and knowledge in working with the Public Service
 - b) Publication of a handbook for the guidance of those who work with Public servants
6. The reward system. Put in place a conducive environment that will attract and retain Public Servants
7. The Public Service must also be adequately resourced
8. There must be a system for accountability and performance management

Processes

Issues in the service should be by recognized procedures and processes.

This should include:

- Recruitment

Must aim at attracting the best

- Training
- Promotion must be on merit and systematic selection.
- Discipline

Clearly defined procedures

- Performance management.

Must be based on clear procedures.

In order to ensure effective and efficient Public Administration, there is the need to ensure that there is collaboration among key players in the implementation of national plans.

Public Administration must play a monitoring role in the process and develop the necessary regulatory mechanism for dealing with the issue:

- Civil servants must take the lead in advising politicians to ensure a smoothening of the process.
- Develop implementation mechanism for the suggestions above.

GROUP TWO

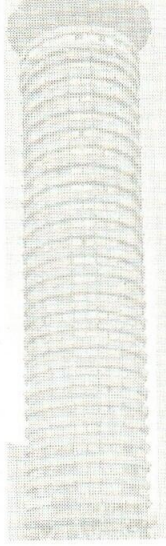
Topic: Facing the Global Economic Crisis: Transferrable Lessons for Africa.

Leadership

- ▶ Nation Building through shared values
- ▶ Strategic thinking, Planning and Proactive Management.
- ▶ Apolitical Public Service
- ▶ Political will and Commitment.
- ▶ Nation Aspirations
- ▶ Visionary Developmental Leadership
- ▶ Anti-Corruption Measures e.g. Regulatory Bodies
- ▶ Capacity Development
- ▶ Effective Policy Implementation (Checks and Balances)

Good Governance

- ▶ Immediate, Coordinated and Comprehensive State Intervention to respond to crisis
- ▶ Anti Corruption Measures – Regulatory Bodies Resource Management and Budgetary Allocations
- ▶ Effective Policy Implementation – State intervention



- ▶ Disciplined Resource and Budgetary Management
- ▶ People Focused Plans, Participatory Planning, Monitoring and Evaluation.
- ▶ Building Strong Institutions for Enhancing Checks and Balances.
- ▶ Respect for Constitution and Uphold the Rule of Law.
- ▶ Continuity In Implementation of National Development Plans (Korea Example)
- ▶ Decentralization and Devolution of Power – Legitimacy of Leadership
- ▶ Performance Culture, Results and Accountability
- ▶ Effective and Sustainable Social Safety Nets.
- ▶ Regulatory Frame-Work. For Multinational Corporations.
- ▶ Strengthening Institutions to Prevent Abuse of Power

Institutional Development

- ▶ Home grown Intelligence, Thinking & Solutions.
- ▶ Capacity Building and Development
- ▶ Promote Public – Private Partnership
- ▶ Conducive Environment for Investments, Manufacturing and Trade
- ▶ Strengthening the Mandate of Regional Bodies
- ▶ Africa's Balance of Payment – No Capacity to even suggest Bail-out
- ▶ Total Restructuring of the Public Service System Business Process Reengineering
- ▶ Social Sector Development Beefed up

Human Resources Management

- ▶ Exit Strategy for Public Office Bearers
- ▶ Training and Skills Development



GROUP THREE

Topic: Africa's Responses to the Global Economic Crisis: Which Policy Measures will Get Africa out of the Crisis.

GROUP FOUR

Topic: Strengthening the Capacity of the Public Administration to Address the Global Economic Crisis: Focus on Networking.

Introduction

The workgroup, before going down to the agenda topic forwarded the following points:

- ▶ The focus should also include the inherent crises of Africa
- ▶ The working group on the definitions of the following terms:
 - Networking: the highest level possible to share experience and strengthen capacity at local, country or continental
 - Public Administration: The whole executive body without politicians

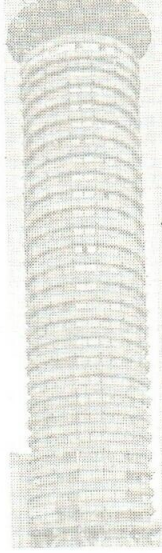
Capacity of Public Administration

During the discussion, the working group identified capacity gaps within the current public administrations.

These gaps are not the same across the Continent.

These include:

- ICT
- Resource Management
 - Human
 - Finance
 - Infrastructure



- Legal Framework (Security of Tenure)
- Policy Formulation and Implementation
- Monitoring and Evaluation
- Research and Development
- Functional Relationship between Public Administration and Politicians
- Change Management
- Ethics, Values and Accountability on Public Administration
- Modernization of Public Administration to focus on Economic Development
- Capacity building of Ministry(s) responsible for finance and economic planning (on the context of current financial crises)
- Planning
- Project Management Integration, Coordination and Collaboration
- Regulatory Capacity and Knowledge Management Operating at Global Level

NETWORKING

To overcome the gaps identified focusing on networking, the workgroup identified the following solutions:

- Country(s) case study to share experience on public administration.
- Strengthening the existing networks on public administration through information exchange and experience sharing using information technology.
- Development of intra-networks within the Ministries and inter-state networks.
- Involvement of stakeholders both within public service, the private sector and civil society
- Benchmarking Tours - both local and international and attachments
- Occasional meetings between public administration and politicians at all levels
- Alumni Association
- Promoting a common value for African public sector
- Research and consultancy

Appendix 1

Conference Communiqué

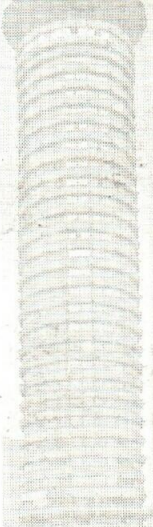
The 31st Roundtable Conference of the African Association for Public Administration and Management (AAPAM) was organized and hosted by the Government of the Republic of Kenya and held at the Kenya Institute of Administration (KIA) from 21st to 25th September 2009.

Three hundred and fifty five (355) delegates from twenty nine (29) countries attended the 31st Roundtable Conference. Among the participants were Cabinet Ministers; Heads of Public/Civil Services and Secretaries to Cabinet; Permanent/Principal Secretaries and other high ranking Government Officials; Chairpersons and Commissioners of Public Service Commissions; Heads of Management Development Institutes; representatives of Statutory Institutions; scholars and researchers. The delegates also included sixteen (16) AAPAM young professionals.

The countries represented at the Roundtable included Botswana, Benin, Cameroon, Canada, Ghana, Gambia, Ethiopia, Kenya, Lesotho, Liberia, Malawi, Mauritius, Mozambique, Namibia, Nigeria, Rwanda, Seychelles, Sierra Leone, Somalia, South Africa, South Korea, Southern Sudan, Swaziland, United Republic of Tanzania, United States of America, Uganda and Zambia. The Roundtable Conference was also privileged to have representatives of AAPAM Partner Organizations namely, the United Nations Department of Economic and Social Affairs (UNDESA), the Institute of Public Administration of Canada (IPAC), the Korean Association for Public Administration, International Economic Bureau of South Korea and the Commonwealth Secretariat, London.

For the second time, the AAPAM Gold Medal Award of distinction and

exceptional achievement in public administration and management in Africa was this time awarded to Professor Gelase Rwabyo Mutahaba from Tanzania. The awarding ceremony was officiated by Hon. Ibrahim Elmi Mohammed, EGH, MP, and Minister of State for Development of Northern Kenya and Other Arid Areas. The annual AAPAM Award trophies for Innovative Management were presented to five finalists from Rwanda (Gold), Uganda (Silver), and Ghana (Bronze) while South Africa and Zambia received Glass trophies. The Awards were presented by Hon. Amos M. Kimunya, EGH, MP, Minister of Trade, Republic of Kenya.



The theme of the 31st Annual Roundtable Conference was **'The World Economic Crisis: Challenges to the African Public Administration Systems'** whose sub-themes were:

- On the Global Economic Downturn: Theoretical and Conceptual Issues;
- Impact of the Global Economic Crisis on Africa;
- Responding to the Challenges of Global Economic Crisis: Capacity and Capability Issues of African Public Administration Institutions;
- Strengthening the Regulatory and Oversight role of Public Administration Institutions;
- Repositioning the Political Leadership in African Countries for the Problems and Challenges of Global Economic Recession; and
- Country Case Studies.

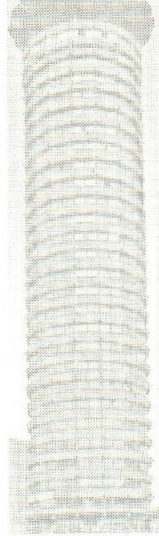
Taking into account the current global economic downturn and its implications on African countries, the overall objective of the Roundtable Conference was to examine in-depth and breadth the nature, character and magnitude of the global economic crisis as well as the challenges it poses to the African Public Administration systems. To achieve this overall objective, participants:

- (i) Traced the origins of the current global economic crisis and its root causes;
- (ii) Examined the causes of the global crisis in general and, specifically the economic recession;

- (iii) Delineated the effects of the current economic crisis in the African countries and the specific measures that have been taken to combat the crisis;
- (iv) Assessed the role that the public administration in African countries and elsewhere has played in order to arrest the past economic crisis;
- (v) Evaluated the incipient or envisioned outcomes and impact of the global economic downturn to the functioning of public administration institutions in Africa;
- (vi) Recommended appropriate ways and means as well as policy options available to stimulate the economies out of recession;
- (vii) Assessed the effects of the global economic downturn to the achievements recorded in African countries following the implementation of the public sector reforms in general and the public service reforms in particular;
- (viii) Explored the past policy responses which were formulated and implemented by the public services for the purposes of averting and resolving the crisis;
- (ix) Identified the roles that public administration in Africa should play in order to minimize the adverse effects of the current economic recession;
- (x) Discussed country-specific cases elucidating the manner and extent to which the public administration institutions are positioned to contain the economic crisis and its effects;
- (xi) Brainstormed on the stimulus plans and rescue packages as well as appropriate strategies and mechanisms available to arrest or minimize the effects of the global economic downturn; and
- (xii) Provided an opportunity for the participants, including the administrators, and managers, academics and consultants from various African countries to exchange knowledge and experiences on smart policies and strategies for addressing the global economic crisis.

Official Opening

The 31st Roundtable Conference was officially opened by Hon. Musalia



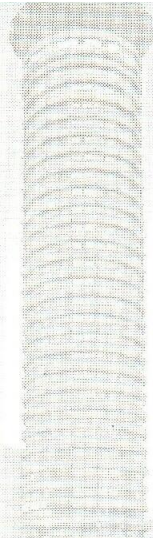
Mudavadi, EGH, M.P. Deputy Prime Minister and Minister for Local Government, Government of the Republic of Kenya. The occasion was also graced by high ranking public personalities that included Ambassador Francis K. Muthaura, EGH Permanent Secretary, Secretary to the Cabinet and Head of the Public Service; Mr. Titus M. Ndambuki, CBS, Permanent Secretary, Ministry of State for Public Service, Kenya; and the AAPAM President, Mr. Tlohang Sekhamane and other AAPAM Executive Committee members as well as Heads of Public Services and Permanent/Principal Secretaries of Governments from African countries.

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

- (i) Dr. John- Mary Kauzya, United Nations Department of Economic and Social Affairs (UNDESA)
- (ii) Mr. Dunstan Maina, Adviser (East Africa) Commonwealth Secretariat
- (iii) Wynn Young, President, Institute of Public Administration of Canada (IPAC)

Mr. Tlohang Sekhamane, AAPAM President, Government Secretary, Head of Public Service and Secretary to Cabinet, Government of the Kingdom of Lesotho warmly welcomed the AAPAM fraternity, including the Guest of Honour and Heads of Public Services. He expressed appreciation to the Government of Kenya for accepting to host the conference for the sixth time at short notice. He further thanked resource persons and appreciated the unflinching support of collaborators and development partners: CIDA, IPAC, Commonwealth Secretariat- GIDD, UNDP and African Governments. He extended special gratitude to NOC and the AAPAM secretariat for their dedication and commitment to make the 31st Roundtable Conference a success. He concluded by thanking the AAPAM Vice President-East Africa, Mr. T. Ndambuki for his able leadership in organising the conference.

The Chief Host, **Ambassador Francis Muthaura**, Permanent Secretary, Secretary to the Cabinet and Head of the Public Service, Kenya welcomed the delegates and assured them that Kenya shall continue supporting AAPAM in its endeavour to promote professionalism and excellence in the delivery of public services in Africa. He noted with appreciation the noble role that AAPAM has been playing

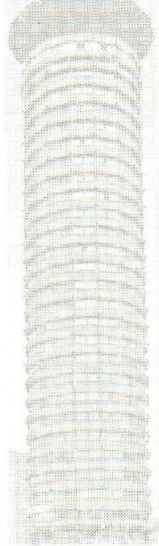


in creating networks and forums for sharing knowledge and experiences in the field of public administration. He challenged the administrators to interrogate the causes of the economic crisis and provide practicable technical advice and guidance to the political leadership regarding the most appropriate policies and strategies to contain the crisis. He challenged the delegates to explore ways and means which would enable governments in Africa to address multiple crises which are facing the continent. He concluded his speech by exhorting the delegates to go beyond theoretical discourse and provide practical solutions to the problems facing the African continent.

In his opening speech, the Guest of Honour, **Hon. Musalia Mudavadi** EGH, MP, Deputy Prime Minister and Minister for Local Government welcomed the delegates. He expressed his appreciation for the invitation extended to him by AAPAM leadership to grace the opening session of the conference. He noted that the forum will provide a chance to foster professionalism, promote research and energize collaborations in public administration in Africa and beyond.

The Guest of Honour urged AAPAM to critically examine the role of governance in creating sustainable administrative systems that would enable Africa face the challenges of the global economic crisis with rigour and vigour. He challenged the delegates to devise strategies for creating effective institutional frameworks that enable political leaders and public administrators and managers to work together and build synergy in the delivery of public services.

The Deputy Prime Minister emphasised the importance of harnessing the potential and competencies of political leaders and Civil Society Organizations in formulating and implementing public policies. He applauded AAPAM in its effort to build and enhance the human capacity in public administration in Africa. In this connection he urged AAPAM to continue its efforts to develop the young professionals especially in the areas of finance, technology and management. He finally invited the delegates to take advantage of being in Kenya and see for themselves the fauna and flora around and outside Nairobi that are unique to Kenya both in and outside Nairobi.



Conference Discussions

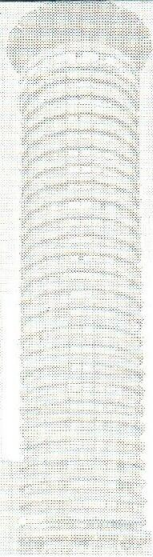
Following the official opening, Roundtable proceeded to hold seven (7) plenary discussions which generated a lot of interesting and useful knowledge. All presentations were followed by serious discussions and debates. In addition to the seven plenary sessions participants were given an opportunity to hold more in depth discussions on aspects of the main theme in four heterogeneous workshop groups. The AAPAM young professionals also held separate in depth discussions pertaining to their areas of interest and the lessons they were learning from the conference.

The reports emanating from the four (4) workshops and the meetings of the Young Professionals were presented to and deliberated upon by the delegates at a plenary during the last day of the Conference.

Conclusions and Recommendations

The Roundtable participants finally came out with the main conclusions and recommendations arising out of group work as well as the final deliberations in the plenary as follows:

- i. Noted that African countries are not only facing the challenges of the current global economic crisis but they are equally facing a plethora of multiple crises, including HIV/AIDS, political problems, hunger, brain drain, poverty, drought, natural calamities etc. In addition, African countries have numerous competing development priorities. These situations suggest the need to develop country specific frameworks for addressing the myriad crises taking into account the socio-economic, political and cultural diversities of African countries. In this regard the need to strengthen government institutions responsible for planning, as well as creating national think tanks is indispensable.
- ii. Acknowledged that the global economic crisis has affected African



countries in different ways. It has culminated into a decline of commodity prices, undermined the financial sector, slowed down private capital flows, remittances, financial aid and increased debt and debt repayment pressure as well as unemployment. However, Africa should view the crisis as a window of opportunity to re-think the way they run their economies and to reassess their dependence on foreign markets for unprocessed commodities as well as the way they engage in discussions and consultations with development partners.

- iii. Recommended that in addition to their traditional roles, the states in Africa and the political leadership as well as public administration should not panic and get diverted from the crises under which the continent has been living. The African leaders need to take advantage of the global economic downturn to reposition their public administration systems to rescue their people from poverty; bail out enterprises that are pro-poor and critical to development; and provide stimulus packages to attract investments.
- iv. Suggested that governments in Africa should increase investment in their human capital in order to decrease dependence on foreigners and the use of alien public administration systems. African experts are more likely to search for appropriate home-grown solutions to avert incipient and real crises. This needs intensified capacity building initiatives and enhanced motivational packages including better remuneration for increased performance levels.
- v. Stressed the need for African public service institutions to establish and promote networks within and outside the continent. This should facilitate mutual learning and sharing of experiences. However, African countries should not adopt and graft foreign systems without adapting them to obtaining local realities. Therefore there is a need to develop national frameworks for harnessing and contextualising transferable lessons.

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- vi. Agreed that there is need to devise mechanisms for managing transitions in Governments, especially during crisis situations. The public servants should create a supportive environment to ensure smooth transitions in the event of change of government. The public servants should conduct themselves in accordance with the cardinal principles and code of conduct and practice governing their tenure in a public office.
- vii. Acknowledged the importance of regulation as a public policy instrument for correcting market imperfections and protecting the public from unscrupulous enterprises offering unsafe and substandard products and services. Observed that the regulatory regime in Africa is weak, under-resourced and un-coordinated. Urged governments in African countries to create appropriate institutional and legal frameworks for strengthening the regulatory institutions. There is also a need for governments to develop and institutionalise the Regulatory Impact Assessment (RIA) tool in public administration.
- viii. Recommended the need to blend theory and practice in extending knowledge frontiers in Public Administration. Practitioners and academicians should collaborate in conducting research and consultancy on issues related to Public Administration. The academic-practitioners nexus would eventually add value so as to enhance the efficacy of public administration systems in Africa.
- ix. The Conference extended its profound gratitude to AAPAM's Development Partners, especially IPAC, UNDESA, and Commonwealth Secretariat for supporting the Roundtable.
- x. Noted that the 32nd Roundtable Conference will be held in Durban, November, 2010 at the invitation of the Republic of South Africa and will focus on the theme: **The Role of Public Administration in the Realization of national Visions in Africa.**

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- xi. Delegates expressed their sincere appreciation to the Government of the Republic of Kenya; the National Organising Committee; the management and staff of Kenya Institute of Administration; the people of Kenya for their hospitality and expert handling of delegates as well as the learning journeys. The Conference also expressed its gratitude to various local groups, including the poet Caroline Nderitu, choir and Kayamba Africa Dancing troupe for their entertainments. The delegates extended their thanks to the AAPAM leadership and Secretariat as well as the resource persons and rapporteurs for their dedication and commitment to making the 31st Roundtable Conference a success.

NAIROBI KENYA

25TH SEPTEMBER, 2009

Appendix II

REPORT OF THE AAPAM YOUNG PROFESSIONALS

"The World Economic Crisis: Challenges to the Young Professionals in the African Public Systems"


Introduction

We the AAPAM Young Professionals attending the 31st AAPAM Roundtable Conference at the Kenya Institute of Administration (KIA), Nairobi, Kenya would like to extend our sincere gratitude to the AAPAM fraternity, the Commonwealth Secretariat, London and our respective Governments for having nominated us to attend the conference. Through our deliberations we have shared views and thoughts on the issues that are affecting us as Young Professionals as a result of the World Economic Crisis and reflected on the key learning lessons from the conference. We have gone a step further to highlight key recommendations for action by either AAPAM or our respective governments.

Key Learning Lessons from the Conference

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

1. *Low Insulation of Public Administration from Political Influence:* The nature of governmental institutions makes it hard for public administrators to be independent of political influence. There is limited insulation of bureaucrats from politicians. However, in such situations, norms of cooperation with politicians rather than confrontation are recommended. From the conference we appreciate that both administrators and politicians need each other in service delivery and by being cooperative, administrators amplify their strengths and given opportunity, they could push forward their positive agenda which they could not have done in a confrontational environment.
2. *Existence of Adequate Human Capacity on the African Continent:* From our observations of the different presentations, we appreciated that



Africa has capacity in terms of human resource expertise. However this is handicapped by the lack of zeal and seriousness among authorities during implementation. Furthermore, limited efforts have been undertaken in pooling this expertise towards fulfilling a collective common good.

3. *Legitimization of the Developmental State:* From the presentations we noted that there has been a legitimization of the role of a developmental state through its interventionist approach during periods of market failure.
4. *The blame game:* From our interaction with various delegates, we noted that Public Administrators have a tendency of blaming others for their inadequacies. Individuals have tendencies of either blaming past regimes or colonial governments for their shortfalls rather than writing new chapters in history.
5. *Need for Home Grown Development:* Participants learnt that if the continent is to achieve the desired level of development, it has to focus on homegrown solutions. In essence no external force will provide a recipe for the continent's development, but solutions will have to come from within Africa.
6. *Prioritization of Public Expenditure and Action in times of Crisis:* From the training, we appreciated the need for prioritization of public expenditure and action in periods of crisis given the existing resource constraints and the need for quick wins.
7. *Building Synergies and a Sense of Collective Responsibility when Fronting New Alternatives:* The conference highlighted the need to think outside the box. However, it was also noted that at times, it is costly to take this direction because one's civil service career could be jeopardized. For this reason, it was proposed that it is better to provide new alternatives collectively rather than individually.

8. *Focusing on Opportunities Rather Than Challenges:* Participants also comprehended the concept of focusing on opportunities rather than challenges.
9. *Homegrown Fiscal and Monetary Policies:* We also learnt that if several African countries are to avert the crisis as it happened in the developed world, they will have to come up with homegrown fiscal and monetary policies and strengthened regulatory systems. These fiscal and monetary policies could be built through regional economic think tanks.
10. *Shortfalls in Policy Implementation:* From the Roundtable participants noted that despite the existence of good policies, there were prevalent shortfalls in policy implementation. In essence the problem is not the absence of good policies but rather the low progress in their implementation. It's hence not surprising that several good policies are shelved for long periods.

Challenges Facing the Young Professionals Arising out of the Crisis

Having reflected on the key lessons from the conference, participants engaged in a debate on the global economic crisis and how it is affecting the Young Professionals in their respective countries.

1. *Work Overload:* To many participants, the crisis has led to reduced national budgets in absolute terms which directly led to job cuts and suspension of recruitment plans with a resultant effect on the public sector workforce and associated increase in workload. Furthermore, as a result of the crisis, there has been reduction in wages or less than expected salary increase which has increased turnover in the public sector and hence work overload. For instance in one country, teachers were doing administrative work on top of their teaching responsibilities. Furthermore, they were teaching more classes than those allocated in their job

descriptions due to constraints in workforce

2. *Delays in Implementation of Policies for Improving Terms and Conditions of Service:* Participants noted that as a result of the crisis and a reduction in government revenues, there has been postponement of policies which would have improved the terms and conditions of service like the single spine salary structure and pay reforms.
3. *Reduction in Training Budgets:* It was noted that as a result of the crisis there has been a squeeze on the training and capacity building budgets which has in the process affected service delivery among young professionals. For instance, in some countries, there has been suspension of induction and professional programmes which adversely affects the work outputs of young professionals given their limited work experience.
4. *Delays in Salary Payments:* Participants noted that there are delays in salary payments arising from the crisis which has adversely affected the young professionals.

Recommendations

From the discussions, participants recommended the following for action by AAPAM and their respective governments.

1. *Extension of AAPAM Invitations to Politicians:* In order to translate the AAPAM recommendations into actions, participants recommended the extension of AAPAM invitations to key policy makers like Ministers. This was taken in the context that most Public Administrators are policy implementers rather than key decision makers in the policy making process.
2. *AAPAM Forum for Young Professionals:* For purposes of entrenching the Young Professionals programme and for its full institutionalization in the

AAPAM structure and activities, it was recommended that a Special Forum for Young Professionals be conducted with invitations extended to various countries. This will lead to more participation of Young Professionals in the AAPAM activities.

3. *Prioritized Public Expenditure:* Participants noted that in the times of crisis, African governments should prioritize their expenditure to the most affected sectors like education and health; green industries that have a promising future and for sustainable development; value addition and employment creation opportunities.
4. *Effective Use and Allocation of Resources:* Participants advocate for the effective and efficient utilization of resources in the respective government departments
5. *Boosting the Attendance of Young Professionals in Roundtable Conferences:* In order to boost the attendance of young professionals in the annual roundtable conferences, it was proposed that country invitations from AAPAM should include a 'clause' encouraging the attendance of young professionals in the conferences. This will help in having respective countries sponsoring young professionals rather entirely depending on the GIDD allocations.
6. *Facilitation of Young Professionals AAPAM Chapters:* It was also proposed that AAPAM facilitates the process of establishment of the Young Professionals chapters in various countries.
7. *AAPAM Young Professionals Awards:* To encourage innovation and outstanding performance of Young Professionals, it is proposed that special awards for Young Professionals be included in the AAPAM list of awards.

Conclusion

In a nut-shell, the conference was of value addition to the Young Professionals. It not only increased our understanding of the global economic crisis, but also helped in reducing the power distance with our supervisors which is core in the day to day consultations at our workplaces. However, a lot is desired in institutionalizing the Young Professionals Programme in the AAPAM structure. In addition, there is need for capacity building of public administrators in regulation because the crisis has legitimized the role of a developmental state and further highlighted the weaknesses of neo classical economists and their antecedents -- the post Washington consensus.

As Young Professionals, we hope the deliberations made in this conference will be implemented in our respective countries.

Presented by:

Mr. Feston Ndekhane Chimphamba
Economist
Office of the President and cabinet
Malawi

Appendix III

REPORT OF THE APS-HRMNET COUNCIL MEETING

1: BACKGROUND

In the Communiqué issued at the end of the 30th Roundtable Conference held in Accra Ghana, AAPAM endorsed the efforts to form the Africa Public Sector Human Resource Managers' Network (APS-HRMnet) in the following terms: "There is need to modernize and professionalize the human resource function in public service organizations. In that regard, African public services must position the Human Resource Management function by recruiting competent and professional HR practitioners, providing training and development opportunities and according them a supportive work environment. To this effect, the participants endorsed the initiative being taken to establish an Africa Public Sector Human Resource Managers' Network and urged African governments to accord it the required support. It was noted that the Government of Tanzania has already started working with UNDESA to organize capacity building events in strategies for human resource development in the public sector. All African Governments are urged to send Human Resource Managers for this training".

2: THE APS-HRMNET LAUNCHED IN ARUSHA, TANZANIA

The founding documents of the APS-HRMnet were discussed and adopted, its Executive Council elected, an interim Executive Secretary appointed and two Ministers responsible for Public Service accepted to be its Matrons. The following is the leadership of the APS-HRMnet.

- (i) Matrons: Hon. Ms. Hawa Ghasia Minister of Public Service of the United Republic of Tanzania and Ms. Prisca Sezi Mbaguta, Minister of State, Ministry of Public Service of the Republic of Uganda
- (ii) President: Mr. George D. Yambesi, Permanent Secretary, Public Service

-
- Management President's Office, Tanzania
- (iii) Deputy President: Ms. Odette Ramsingh, Director General of the Public Service Commission of South Africa
 - (iv) Vice President Southern Africa: Ms. Martha Mbombo, Undersecretary Department of Public Service Management, Office of the Prime Minister, Namibia
 - (v) Vice President East Africa: Ms. Florence N. Wachira, Director Recruitment and Selection, Public Service Commission of Kenya
 - (vi) Vice President West Africa: Mr. Amidou Adamou, Directeur de Cabinet du Ministre de la Reforme Administrative et Institutionnelle, Benin
 - (vii) Vice President North Africa: Vacant
 - (viii) Interim Executive Secretary: Ms. Adah K. Muwanga, Director of Human Resource Management, Ministry of Public Service Uganda

The successful workshop during which the APS-HRMnet was formerly launched and was financially sponsored by the United Nations Department of Economic and Social Affairs, the Commonwealth Secretariat, the United Nations Development Program, the Government of the United Republic of Tanzania, and the various African governments who sponsored human resource managers to participate in the workshop. It was officially opened by the Vice President of Tanzania and attended by five Ministers including the Chairperson of the Pan African Conference of Ministers of Public Service. In all 137 participants from 22 countries attended the workshop and constituted themselves into founding members of the APS-HRMnet to adopt its founding documents and elect its executive. A number of organisations concerned with human resource management and development attended the workshop. They included the African Association for Public Administration and Management (AAPAM) represented by its Secretary General who represented its President, the Africa Management Development Institutes network (AMDIN), the International Public Management Association for Human Resources (IPMA-HR), UNDESA and UNDP. AAPAM offered to host the Secretariat of the APS-HRMnet.

This communiqué, gives the rationale of the APS-HRMnet, the path that was

followed to galvanize support for its establishment, its objectives, activities, structure, membership and resources.

3: RATIONALE

The quality of human resources is critical to the development of any country. Whether it is in the achievement of the Millennium Development Goals as agreed during the United Nations Millennium Summit, or other intergovernmental commitments such as the Plan of Action for Sustainable Development as set at the Johannesburg World Summit on Sustainable Development, or regional commitments such as the New Partnership for Africa's Development (NEPAD) and the various development strategies formulated at every country level, it is imperative that the translation of such aspirations into tangible results be placed in the hands of capable human resources. Global, regional and national commitments to sustainable development and poverty reduction need human capacities in the Public Sector to transform these commitments into results. The knowledge, know-how and skills, networks and attitudes of personnel in the Public Sector are at the heart of the performance of countries because it is through them and by them that services are planned and delivered, critical innovations conceived and realized and needed reforms carried out. It is believed that the financial and economic crisis and all the other crises Africa faces, will not be adequately addressed without capable human resource to search for and implement appropriate remedies.

Therefore, Public Sector human resource managers occupy a strategic position in the development of a country. However, in many African countries, it has been found out that this strategic position is not recognized in the formulation of strategies and human resource managers in the public sector may not be professionally tuned to the critical role they should play. "While many governments have professional, and sometimes very prestigious, cadres or corps in some areas, with members who include graduates of elite academies.....the human resource management function is commonly discharged by generalist administrators, often coming under an administrative cadre, corps or similar

structures, playing a restricted, bureaucratic and reactive role, confined by and large to routine decisions about staff entitlement to pay increments and the like, very many of which could be "read" off the administrative regulations governing staff behavior with little or no real input into strategic decisions about staff management, let alone decisions on how to achieve the overall core objectives of government"¹

Challenges facing African countries are associated with inadequate capacity for managing the human resources. Clearly, for this situation to change there is need to adopt a model of the Human Resource Management (HRM) function which will best enable governments to manage their staff so as to achieve their key objectives. Such a model will enable HRM managers to play the roles of:

- a. Strategy expert
- b. Work organization expert,
- c. Employee champion, and
- d. Agent of continuous transformation as adviser on change management.

To achieve these ideals, the sharing of knowledge and insights amongst African Public Sector human resource management professionals is regarded as imperative. However, there was a lack of a continental network dedicated to human resource management. This gives the rationale for establishing the Africa Public Sector Human Resource Managers' Network (APS-HRMnet)

4: THE PATH OF ESTABLISHING THE APS-HRMNET:

4.1: *Inspiration from Cape Town:* The International Management Association for Human Resources (IPMA-HR) held a historic International Symposium in Cape Town South Africa during the week of 17th April 2007. Among the participants were

¹ See United Nations Department of Economic and Social Affairs: Unlocking the Human Potential for Public Sector Performance: World Public Sector Report 2005: (United nations, New York. www.unpan.org)

representatives of African countries including South Africa, Swaziland, Uganda, Lesotho, Kenya, Tanzania, Zambia, Mozambique, Malawi, and Mauritius. Seizing the historic moment participants from these countries held a small side meeting during which the idea of establishing the Africa Public Sector Human Resource Managers' Network (APS-HRMnet) was born. In addition to the representatives from the Africa countries, the side meeting was attended by: Mr. Kingston Rhodes, the Chairman of the International Civil Service Commission, Mr. John Lavelle from the World Bank, and Mr. John-Mary Kauzya from the United Nations Department of Economic and Social Affairs as well as Mr. Neil Reichenberg and Mr. Jackson of the IPMA-HR.

The participants from African countries observed that their participation in the symposium was an eye opener to the need for professionalizing human resource management in the Public Sector in Africa and networking for purposes of enhancing the capacity of human resource management in the public sector. They expressed congratulations to the Public Service Commission of South Africa for having organized and hosted a very successful Symposium, the United Nations Department of Economic and Social Affairs (UNDESA) for having funded their participation, and the IPMA-HR for having accepted to hold its international symposium and conference for the first time in Africa.

It was then proposed that the participants from African countries gathered in Cape Town be a nucleus to form an international network of human resource managers in the Public Sector in Africa to mobilize, coordinate and support the growth and strengthening of the capacity of human resource managers in the public sector in Africa. The idea was well received and discussions were held on how to take the first steps to move forward to nurture and implement the formation of the network. It was proposed that there be a smaller group of seven people to work and concretize the proposal of forming the network especially in preparing a background documents that would help to shape the thinking further. The background documents would be shared first among the members of the smaller group and then later shared with the rest of the participants in the Cape Town meeting. Participants were invited to volunteer to be part of the 7

member group and the following volunteered: Mr. Mpendulo Mazibuko, Principal Human Resources Officer from Ministry of Public Service and Information of Swaziland, Ms. Odette Ramsingh the Director General of the Public Service Commission of South Africa, Ms. Adah Kabarokole Muwanga, Director Human Resource Management, Ministry of Public Service of Uganda, Ms. Jennifer Karimi Njiru, from the Public Service Commission of Kenya, Ms. Nonurse July Ledimo, Human Resources Manager, Cabinet Office, of the Kingdom of Lesotho, Ms. Thecla Shangali, Secretary to the Public Service Commission of Tanzania, Ms. Angelina Ungele, AAPAM Young Professional at Mzumbe University Faculty of Public Administration and Human Resource Management, Tanzania, and Ms. Rose Shanice Chowawa Maleta, Human Resource Development Officer, Department of Human Resources Management and Development, Malawi, Ms. Odette Ramsingh was requested to chair the group and Mr. Mazibuko, and Ms. Muwanga volunteered to prepare the first draft of the background document.

The Working Group on Establishing the APS-HRMnet later expanded and is currently comprised of: Ms. **Odette Ramsingh**, Director General, Public Service Commission, South Africa, **Mrs. Thecla** Shangali, Secretary Public Service Commission, Tanzania, **Ms. Adah** Kabarokole Muwanga, Director Human Resource Management, Ministry of Public Service, Uganda, **Mr. Mpendulo** Mazibuko, Principal Human Resource Officer, Ministry of Public Service and Information, Swaziland, **Ms. Nonurse** July Ledimo, Director Human Resources, Prime Minister's Office, Kingdom of Lesotho, **Ms. Jennifer Karimi** Njiru, Councillor, Ministry of Foreign Affairs, Kenya, Ms. **Rose Shanice** Chowawa Maleta, Human Resource Development Officer, Department of Human Resources Management and Development, Malawi, **Ms. Angelina** Ungele, AAPAM Young professional, Mzumbe University, Tanzania, **Mr. Admill H Simpson**, Deputy Director General Public Service Commission, South Africa, **Mr. Donald S Ndagula**, Deputy Secretary Public Service Commission, Tanzania, **Mr. T. Tekle**, Head Organization and Position Classification, Federal Civil Service Agency, Ethiopia, **Mr. John-Mary Kauzya**, Chief of Governance and Public Administration Branch, UNDESA and **Prof. Yolamu Barongo**, Secretary General, of the African Association for Public

Administration and Management (AAPAM). Thus the Working Group of the APS-HRMnet increased in composition from 7 to 13 Members. The Group has been administratively supported by Ms. Almaz Atnafu Woldekidane, Senior Governance and Public Administration officer UNDESA

4.2: Encouragement from Mbabane: The idea of establishing the Africa Public Sector Human Resource Managers' Network and professionalising human resource management in the Public sector in Africa was presented and discussed extensively during the 29th AAPAM Roundtable Conference which took place in Mbabane, Swaziland, from 3 to 7 September 2007. The AAPAM Roundtable conference constituted a Working bigger Group to discuss the problematic of professionalising human resource management in the Public sector in Africa. The Group was composed of 30 members from ten countries and Mr. John-Mary Kauzya a representative of the United Nations Department of Economic and Social Affairs.

The Conference Working Group in Mbabane underscored the need for strengthening professional capacities for human resource management in the Public Sector in Africa and considered it critical that the initiative of professionalising human resource management in the Public Sector in Africa be given serious attention because:

- (i) Professional Human Resource Management is a critical component of strategic public service delivery given their understanding of human resources and what makes them productive. The value of professional human resource management is either misunderstood or not appreciated within most bureaucratic structures
- (ii) Human resource management experts are very few or non-existent, not positioned strategically and in most cases marginalised from strategic decision-making structures.
- (iii) There is a need to formulate, and advise on, best practices in designing human resource policies and strategies
- (iv) Human resource policies and strategies have to be geared towards the effective utilisation of resources towards bringing about change that



adds value to the bottom-line of public service delivery

- (v) Professional Human Resource Management has to be premised on competence and ethics and be supported by standards, codes and legislation
- (vi) Like other professions, Human Resource management professionals need to develop their capacity through their home-grown networks and institutes.
- (vii) Reputable Human Resource Management networks, associations and institutes are critical in developing and professionalising human resource management.

Further emphasizing the need for professionalizing the management of human resources in Africa the Conference Working Group in Mbabane made the following observations on the African context in relation to Human Resource management in the Public Sector:

- (i) Some ministries still operate in the **Personnel Management** paradigm as opposed to the **Human Resource management** paradigm
- (ii) Consequently some ministries and countries relegate Human Resource issues and challenges to **administrative/clerk** levels while others position Human Resource management at **strategic/director** levels.
- (iii) Some countries have Legislation for the Human Resource management profession stipulating: Minimum Qualifications, Accreditation, Human Resource management training courses, Certification, Human Resource Management Practitioners based on career paths, Codified Human Resource Management Ethics, Continuous certified professional development, etc.
- (iv) Some employers insist on Statutory and Professional requirements for Human Resource Managers
- (v) Some executive managers have negative attitudes towards Human Resource management practitioners
- (vi) Some bureaucracies have rigid rules that frustrate Human Resource management innovation
- (vii) There are no regulatory mechanisms for Human Resource management

variables

- (viii) Some ministries lack documented Human Resource Management and development policies and strategies
- (ix) In such contexts some ministries still depend on external Human Resource Management Consultants

The Conference Working Group therefore confirmed that the establishment of the Africa Public Sector Human Resource Manager's Network would contribute in no small measure to the promotion of the development of sound human resource management capacity throughout the African continent. The primary objective with the establishment of such a network would be to facilitate the sharing of knowledge, information, best practices, and capacity building amongst African Public Sector human resource management professionals.

The Conference Working Group encouraged the initial Group that was formed in Cape Town to continue working on the establishment of the APS-HRMnet and presented its conclusions and recommendations in a plenary session of the AAPAM Roundtable Conference which were accepted. The Communiqué from the Roundtable Conference expressed the support for the initiative of forming APS-HRMnet in the following terms: "The conference noted that the human resource management functions continued to be taken as clerical/operational functions in the public services. This tends to downplay the critical strategic role which the human resource plays in organizational performance. There is need for countries to accord this function a higher status and develop some specific training for the cadres responsible for this function. In that regard the conference commended the efforts to launch an initiative for strengthening and professionalizing the management of the Human Resource function in the Public Sector in Africa. This initiative should be encouraged and supported as a key component or a network operating under the auspices of AAPAM". It was recommended that the initial efforts should be put into creating a strong Africa Public Sector Human Resource Managers' Network (APS-HRMnet) which may then later be turned into an Association if need be. The Group further requested UNDESA to continue supporting the initial nurturing of the Network in

collaboration with AAPAM as part of support for capacity building of the Public Service in Africa.

4.3: Further Encouragement from Kampala: Following the encouraging response and recommendation from the Mbabane AAPAM Roundtable Conference, the Working Group convened again in Kampala, Uganda, in a small UNDESA sponsored workshop; 'Capacity Building Workshop for Human Resource Management in Africa: Professionalizing Human Resource Management in the Public Service' which was held as a side workshop during the bigger one; "Workshop for Enhancing the Performance of African Public Service Commissions and other Appointing Commissions/Authorities" which took place in Kampala, Uganda from 7th to 11th April 2008 hosted by the Uganda Public Service Commission under the auspices of the African Association for Public Administration and Management (AAPAM) and with support from the Institute of Public Administration of Canada (IPAC).

During the workshop the Working Group which was joined by Ethiopia and the Secretary General of AAPAM held a meeting with Uganda's Minister of State in the Ministry of Public Service, Hon. Mrs. Prisca Sezi and further discussed the APS-HRMnet proposed objectives, activities, and way forward. The Minister encouraged the Group and assured them of political support in the work of establishing the APS-HRMnet and professionalizing Human Resource management in the Public Sector in Africa. The Working Group laid out a calendar for the way forward including the following preparatory activities:

- (i) Briefing the Chairperson of the Pan Africa Conference of Ministers of Public Service, Mrs. Geraldine Frazer Moleketi the then Minister of Public Service and Administration of South Africa,
- (ii) Finalizing the preparatory documents establishing the APS-HRMnet,
- (iii) Putting a news letter announcing the APS-HRMnet on the websites of AAPAM, UNPAN, IPMA-HR and other friendly organizations who share the same concern for strengthening the capacity of Human Resource managers in the Public Sector in Africa,
- (iv) Holding another meeting of the Working Group during the 30th AAPAM


Roundtable Conference in Accra, Ghana in October 2008 to present the documents of the APS-HRMnet to the AAPAM Roundtable

- (v) Holding the very first capacity building workshop for the APS-HRMnet on "Capacity Building for Human Resource Development Policy and Strategy in Africa" to take place in Tanzania, in February 2009 and to be attended by Ministers responsible for Public Service in Africa, Human Resource managers in Ministries of Public Service and Public Service Commissioners.
- (vi) Commissions and other appointing authorities, representatives of Management Development Institutes in Africa and Development partners interested in supporting Africa Public sector to develop its capacities for managing its human resource
- (vii) Officially launching the APS-HRMnet during that Workshop.

4.4: Support from the Pan African Conference of Ministers of Public Service:

Following the workshop, Dr. John-Mary Kazuya of UNDESA met with the Chairperson of the Pan African Conference of Ministers of Public Service, Mrs. Geraldine Frazer Moleketi, Minister of Public Service and Administration of South Africa in New York in April 2008 and in Ankara Turkey in June 2008 and briefed her on the progress and objectives of establishing the APS-HRMnet and requested her to present it to her colleagues the Ministers responsible for Public Service in Africa to ensure that the activities of the Network are part and parcel of the program of the Pan Africa Conference of Ministers of Public Service in its quest for improved public service capacities on the continent. The Minister was enthusiastic about the idea, and in August 2008, the documents of the APS-HRMnet that had so far been drafted were forwarded to her.

4.5: Endorsement from AAPAM in Accra: A "Communiqué on the Establishment of an African Public Sector Human Resource Managers Network" was prepared and distributed during the 30th AAPAM Roundtable Conference held in Accra Ghana from 6th to 10th October 2008. The Working Group organized another workshop during the 30th AAPAM Roundtable Conference held in Accra Ghana from 6 to 10 October 2008 during which the draft Constitution and Rules of the

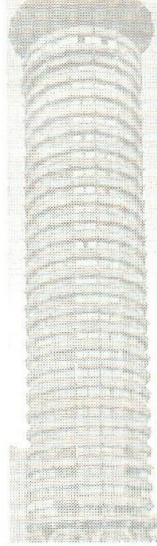


Network were discussed and improved by a wider audience. The AAPAM 30th Roundtable Conference in Accra endorsed the efforts to form the APS-HRMnet in the following terms expressed in the Communiqué issued at the end of the Conference. "There is need to modernize and professionalize the human resource function in public service organizations. In that regard, African public services must position the Human Resource Management function by recruiting competent and professional HR practitioners, providing training and development opportunities and according them a supportive work environment. To this effect, the participants endorsed the initiative being taken to establish an Africa Public Sector Human Resource Managers' Network and urged African governments to accord it the required support. It was noted that the Government of Tanzania has already started working with UNDESA to organize capacity building events in strategies for human resource development in the public sector. All African Governments are urged to send Human Resource Managers for this training". The Conference Working Group that discussed the Constitution had representatives of 22 countries as well as representatives of the Commonwealth Secretariat and the United Nations Department of Economic and Social Affairs.

4.6: Launching of the APS-HRMnet in Arusha: Less than two years after the idea of its establishment was conceived in Cape Town, the Africa Public Sector Human Resource Managers' Network was formally launched on 27th February 2009 in Arusha Tanzania during its first capacity building workshop entitled; "Enhancing Professionalization of Human Resource Management in the Public Sector in Africa: Capacity Building for Human Resource Development Policy and Strategy in the Public service in Africa" which was held from 23rd to 27th February 2009.

5: OBJECTIVES OF THE AFRICA PUBLIC SECTOR HUMAN RESOURCE MANAGERS' NETWORK

The overall objective of the APS-HRMnet is to provide human resource managers in the public sector in Africa with a networking platform for advocacy, human resources management professional development, information and knowledge



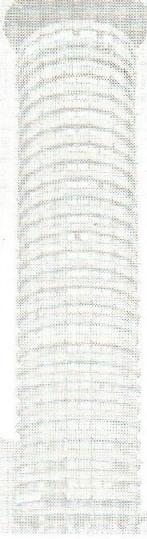
sharing to enhance organizational and individual capacity for effective performance in the public sector. The specific objectives of the Network are to:

- (i) Promote excellence, integrity and professional standards in the practice of Human Resource Management in the Public Sector in Africa
- (ii) Identify and share best practices in Human Resource Management so as to assist public sector organizations improve their performance in Human Resource Management and public service in general.
- (iii) Provide Human Resource Management practitioners in the Public Sector in Africa with tools, models, skills, methods, and data to improve the effectiveness of their human resource management and development programs.
- (iv) Promote continuous learning, enhance knowledge, improve skills, and develop the current and next generation of human resource management professionals and leaders in the public sector in Africa. In pursuance of this objective establish a system aimed at the certification of Human Resource Management professionals in partnership and/or collaboration with Africa-based and Global Management Development Institutes
- (v) Support and advocate for the strategic positioning of Human Resource Managers as prominent and essential strategic partners in public service development planning and management as well as reforms.
- (vi) Support continental and Regional efforts in Africa to implement harmonized Public Service commitments such as the Charter for Public Service in Africa.

6: ACTIVITIES OF APS-HRMNET

The core activities of the African Public Sector Human Resource Managers' Network will include the following:

- (i) Research, documentation, publications and information dissemination on human resource management in the Public Sector in Africa
- (ii) Education, training and professional development of human resource managers in the Public sector in Africa through conferences, seminars,



workshops and other appropriate training modalities such as online-courses, coaching and staff exchanges

- (iii) Organization for certification for human resource managers in the public sector to contribute to their professionalization
- (iv) Networking nationally, regionally and internationally for developing the capacity and profession of human resource management in Africa's Public Sector Institutions
- (v) Providing advisory services to governments and other public organizations in various aspects of human resource management
- (vi) Mobilization of resources including funds to support the Network activities
- (vii) Organizing and undertaking advocacy activities to promote good practice in Human Resource management in the public sector

7: MEMBERSHIP

The Africa Public Sector Human Resource Managers' Network will have a membership composed of: Individual Membership, Corporate Membership, and Honorary Membership. Any individual of good standing in the community whose profession and activities serve to promote the interest and objectives of the network can become a member of the network.

8: STRUCTURE AND ORGANIZATION OF THE AFRICAN PUBLIC SECTOR HUMAN RESOURCE MANAGERS'

NETWORK

The Africa Public Sector Human Resource Managers' Network will have three governing organs namely, The Members' Assembly, The Executive Council and the Secretariat.

9: RESOURCES

The funds of the African Public Sector Human Resource Managers' Network shall

be obtained from membership fees, subscription fees, contributions, donations, levies and from income generating activities as approved by the Executive Council. The African Public Sector Human Resource Managers' Network will be registered as a non-profit making organization.



Appendix IV

POEM DEDICATED TO AAPAM



THEME POEM written and performed by Caroline Nderitu, for 31st African Association for Public Administration and Management (AAPAM) Annual Roundtable Conference, 21 – 25 Sept. 09, at the Kenya Institute of Administration (KIA), Nairobi, Kenya

Theme: The World Economic Crisis: Challenges to African Public Administration Systems

“The Challenge of Change”

As the global crisis, rises
As many drown, in the meltdown
As world's wealth, loses its health

Is Africa actually thriving,
Or fairly surviving?
Are we dancing to the global tune,
Or are we immune?
Are our economies standing tall,
Or are we in free fall?

Africa can fly high on the wings
Of the unity of it's people
The wings of AAPAM
Our common ancestry and history
Our shared dreams, our shared hopes

Are the mighty winds pushing Africa's
sails
Ever forward, in the stormy sea of
change
AAPAM must continue to conference,
To swing wide open dedicated doors
of dialogue
To join hands across our lands
We must continue to deliberate,
negotiate, associate
We must continue to integrate
Because no one can dream for Africa
Like an African can
And you are, that African!
As administrators, managers, leaders,

Africa trusts you
To incubate within your
Experienced, sharpened minds
The best intentions
For our institutions, for our nations
Before we are engulfed by the
monster
Of economic disaster
If it's not here, it's coming!
AAPAM must get genuinely and fully
consumed
By the empowering ambition
To explore, exploit and expand
Fresh and refreshing
Opportunities for Africa's people
For when it comes world economic
crisis-
No one can be on Africa's side
No one can be filled with pride
That deep inside resides
At seeing Africa make giant economic
strides
Like an African can
And you are, that African!

Your directions and decisions
Can help serve an eviction notice,
To the afflictions of our nations
Move those drowning in poverty-
To owning some property
From inadequate internal infrastructure
To more sustainable enabling
structures
Your directions and decisions

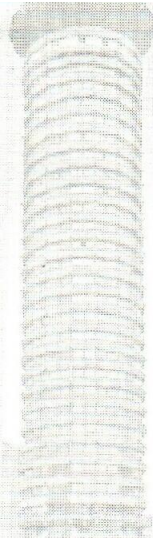
Can craft a chance, to enhance
Our business and commerce
To upgrade, how we trade...
For no one can manage to
change Africa
Like an African can
And you are, that African!

Do we require, to acquire,
A new leadership culture,
To be sure, our future secure?
We are keeping hope alive
Hope not only to survive,
Hope that we shall strive to thrive

It's over to you – AAPAM!
May your every recommendation
Be greeted with implementation
By our institutions, by our nations

As the global crisis, rises
As many drown, in the meltdown
As world's wealth, loses its
health
Are we content, with the
financial content
Of our continent?
For no one can plan for Africa
The way an African can



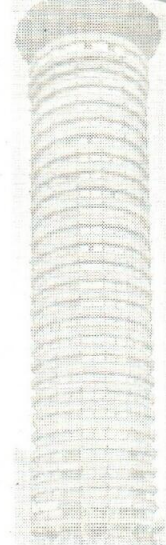


No one can take charge of the challenge of
Change, in Africa, like an African can
No one can hold AAPAM in their palm
Like an African can
And you are, that African!

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www.carolinenderitu.com

Appendix V



Messages of Solidarity

Wynne Young, IPAC President and Deputy Minister of Tourism, Parks, Culture and Sport, Government of Saskatchewan, Canada

Habari Ya Asubuhi


Thank you for the opportunity to participate in the 31st AAPAM Roundtable "*The World Economic Crisis: Challenges to African Public Administration Systems*." It is good to see so many colleagues and friends here today – and I am honored to have been asked to present a few brief words of solidarity.

Our Canadian delegation this year is the largest ever, with Ann Masson, Director of IPAC's international programs, Regan Mancini, IPAC Program Manager, and Greg Orencsak, an IPAC member, Canadian Assistant Deputy Minister and presenter on managing transitions in government at this Roundtable.

The vision of the *Institute of Public Administration of Canada*, like that of AAPAM, is to promote excellence in public administration and management.

IPAC is a Canadian non-governmental organization, founded in 1947 and dedicated to excellence in the theory and practice of public administration and management. We encourage and promote innovation and best practice, effective knowledge networks, and leading edge research on emerging issues and challenges in public administration and management. We carry out our mission regionally, nationally and internationally, facilitating the exchange of new ideas and best practices among jurisdictions.

And like AAPAM, IPAC does this in a number of different ways- through research and publications, through awards of excellence, through networks, and through professional development programming in Canada, and around the world.



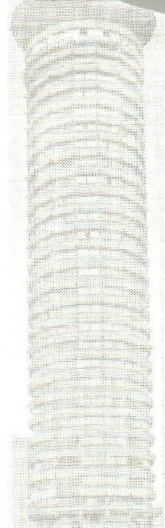
Over the past year, our research and publications have focused on many of the same issues we will discuss this week – public administration reform focused on fiscal transparency and accountability, human resource development, strategic leadership and renewal, and results based approaches to enhanced citizen service – and all of the above, in the context of a recession.

And like AAPAM we recognize the importance of celebrating public administration excellence through a range of awards for individual and team excellence as demonstrated through leadership, teaching and innovation. For example, in November this year, we will be awarding our third national leadership award at our annual leadership conference in Ottawa.

In the international sphere, we continue to develop peer-to-peer partnerships between governments, organizations and individuals in many countries and regions worldwide focusing on challenges as far reaching as gender budgeting in the Ukraine and Niger, strategic communications and media accountability in Uganda and Guyana, elections support in Guinea-Bissau, Haiti and Bolivia, procurement in the East African Community, performance management in Mozambique, building a credible judiciary in Bangladesh, and strategic planning here in Kenya and in the Southern African Development Community.

Recognizing the desire of our partners to share their successes and to use their experience and learning in a more concrete way with colleagues and students of public administration and management, we have commenced the development of a series of global case studies that can be used in either academic or professional development environments. In partnership with the Commonwealth Secretariat, we have developed ten case studies on innovations in expenditure management that will be published in book format this fall, and will be available on our respective websites. In cooperation with the Ugandan public service, IPAC and the World Bank will soon publish a case study on global leadership. And under our *Deployment for Democratic Development* program, we have developed the first three of series of case studies on topics such as accountable public institutions, human rights, freedom and democracy, peace building and rule of law.

Over the next few days we will renew friendships, we will dialogue boldly and with imagination and enthusiasm, we will share ideas, insights and innovations, and we will strengthen our networks and partnerships so that we may return to our homes with the tools and optimism we need to develop and implement sound policies and strategies for addressing the global economic crisis. I am honoured to be here with such distinguished guests, and to be part of this conference.





Dr. John-Mary Kauzya, Chief of Governance and Public Administration Branch,
Division for Public Administration and Development Management, United
Nations Department of Economic and Social Affairs (UNDESA), United Nations

The Guest of Honour

Your Excellencies Ambassadors, and Members of the Diplomatic Corp,
Our Chief Host,

The President of AAPAM,

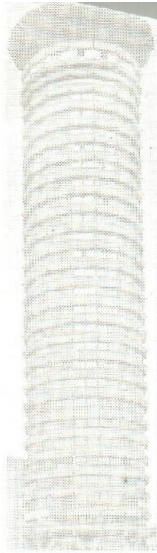
The Secretary General of AAPAM,

Dear Participants

Ladies and Gentlemen,

I bring you all greetings from the United Nations Department of Economic and Social Affairs. On behalf the Director of the Division for Public Administration and Development Management of UNDESA , Ms. Haiyan Qian I would like to thank AAPAM for the invitation extended to us to take part in this 31st Roundtable conference and to deliver to you this message. Indeed the collaboration between UNDESA and AAPAM is growing from strength to strength in our mutual effort to strengthen the capacity of Public Administration in Africa for the development of the continent.

Your excellences, ladies and gentlemen, allow me to report to you three achievements this collaboration has made since the Roundtable conference in Accra last year. First, as you recall the communiqué of that conference recommended that the establishment of the Africa Public Sector Human Resource Managers' Network (APS-HRMnet) be speeded up and supported by all Africa's Governments to professionalize the management of human resources in Africa's Public Service and enhance their capacity. I am happy to report that the APS-HRMnet was officially established and launched in Arusha Tanzania in February this year during its first capacity building workshop which was supported by Government of the Republic of Tanzania, UNDESA, and the Commonwealth Secretariat. The workshop was officially opened by the Vice President of the Republic of Tanzania and attended by Ministers responsible for Public Service



from Tanzania, Kenya, Uganda, Benin, and Niger. In all 22 countries participated in the launching workshop. The Secretary General of AAPAM played a significant role in the workshop and AAPAM offered to host the Secretariat of the APS-HRMnet. The constitution and rules of the network were adopted and the Executive Council elected. The Members of the Executive are present here and will be introduced to you in due course. UNDESA is grateful to AAPAM for the collaboration in this initiative. The Executive Council and the Advisory Committee of the APS-HRMnet will meet during this conference to chart out the way forward in building the capacity of human resource management in Africa's Public Service. The second one is the initiation of collaboration between the Public Service of the Republic of Korea and Africa's Public service through AAPAM and UNPOG. In this regard allow me to introduce to you our friends from Korea Mr. Daehee Lee, President of Korean Association for Public Administration and Professor at Kwangwoon University, and Mr. Chung-keun Park, Director Ministry of Strategy and Finance. They will be sharing with us the Korean Experience in managing the economic and financial crisis. I would like to thank them for accepting to participate in this conference. Their presence here is a sign of Korea's concern for Africa's development and willingness to collaborate with Africa in the strengthening of the capacity of its Public Service. I am sure that this is the start of mutually beneficial collaboration between Africa's and Korea's Public service institutions. Third, UNDESA hosted, during the celebrations of the United Nations Public Service Awards, at the UN HQs in New York on the 23rd of June 2009, Hon. Dalmas Otieno, Minister of State in the Office of the Prime Minister of Kenya in charge of Public Service, who is also the Chairperson of the Pan African Conference of Ministers of Public Service. Hon. Otieno's visit served to put before UNDESA high authorities issues and challenges of public administration in Africa that need the attention and support of the United Nations. Hon. Otieno is a very busy person but he found it fitting to insert this in his schedule. I would like, through you, to thank him and his delegation which included the Director of KIA for finding the time to travel to New York and dialogue with UNDESA on how public administration in Africa can be strengthened.

Your Excellencies, ladies and gentlemen, I would like to end by reiterating the commitment of UNDESA to collaborate further with AAPAM and support its efforts



to strengthen the capacity of Public Administration in Africa.

I wish you a fruitful conference.

Dunstan Maina, Adviser (East Africa), Governance and Institutional
Development Division (GIDD), Commonwealth Secretariat, London

Hon Musalia Mudavadi
Deputy Prime Minister and Minister for Local Government

Ambassador Francis Muthaura
Permanent Secretary
Secretary to the Cabinet and Head of the Public Service
Office of the President

Mr. Titus Ndambuki
Permanent Secretary
Ministry of State for Public Service

Mr Tlohang Sekhamane
President of AAPAM

Prof Yolamu Barongo
Secretary General
AAPAM

Dr Margaret Kobia
Director, Kenya Institute of Administration

Representatives of various Development Agencies

Heads of Country delegations



Distinguished Guests and Delegates.

Ladies and Gentlemen:

It is my pleasure to make a few remarks on behalf of the Commonwealth Secretariat at the opening of this important annual AAPAM conference and to bring you greetings from our Secretary General, Mr Kamalesh Sharma. This is a momentous year for the Commonwealth as we celebrate the 60th anniversary of the modern Commonwealth. When the London Declaration was signed back in 1949, King George VI, the then King of Britain, praised the eight founding nations for their **adaptability, wisdom and toleration!** These values and principles remain as relevant today as they were 60 years ago!

In a sense, the creation of the modern Commonwealth in 1949 marked the birth of the first real international community – and of a new **internationalism**. The world of today and beyond requires another new internationalism – a new community of values that truly recognises that all are equal – **big and small, rich and poor and all voices must be heard.**

In this regard, there is need for concerted efforts at the international level to insulate and protect vulnerable States from those aspects of globalization that invariably cause suffering and poverty. This is the main reason why the Commonwealth Secretariat has continued to push for the restructuring of international financial institutions such as the Bretton Wood institutions in order to ensure that developing countries are granted a bigger voice in their operations and management. Equally important, is the need to ensure that international trade practices are fair and just while Official Development Assistance (ODA) does not unduly place extra financial and administrative burden on recipients.

Adherence to the Paris Declaration of 2005 on Maximization of Aid Effectiveness is therefore critical especially in Africa where the impact of Aid remains relatively low.

Ladies and Gentlemen; the current challenges facing developing countries, such as the need to meet the Millennium Development Goals (MDGs) by 2015 and now exacerbated by the current global financial crisis, have made the need to constantly rethink our public service delivery strategies a non-negotiable imperative.

Indeed, Governments, especially in Africa, are being called upon to innovate, improve citizen-focused service, reduce costs, increase efficiency and stimulate economic development. All this entails a radical departure in the way that Governments have been managing their public sector mandates and service delivery strategies. The theme for this year's AAPAM conference is therefore most befitting and important. We are hopeful that participating countries will benefit tremendously and have an opportunity to share their own experiences.

Mr Chairman; as Governments continue grappling with the challenge of how to deliver better and quality services with fewer resources by eradicating systemic inefficiencies, introducing business process re-engineering and innovation, the need to develop good leadership at all levels also remains critical. We in the Commonwealth fully recognise the importance of good leadership and have therefore continued to assist member Governments in this noble objective.

We have therefore been supporting leadership development for young people particularly young professionals in the Public Service through various initiatives. Indeed, this year, 16 young professionals drawn from 12 Commonwealth

Member States in Africa are attending this conference as part of this initiative which aims at giving them appropriate exposure and knowledge as they prepare to take up various leadership positions in the Public Service.

We have also been supporting the annual AAPAM Award for innovative management due to the recognition that home-grown innovations and solutions are the key to sustainable socio-economic development. We hope that this award will continue to encourage innovation in the Public Service and we are proud to be associated with these initiatives under AAPAM. We look forward to strengthening this partnership in other important public sector capacity development priorities.

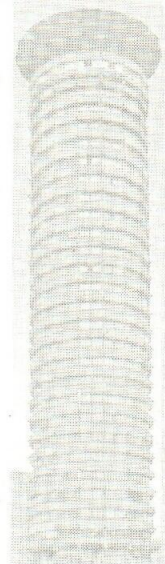
Finally, Ladies and Gentlemen, let me thank AAPAM and the Government of Kenya for organising this year's conference and for the excellent arrangements.

We all look forward to a successful meeting.

Thank you.

Nairobi, 21 September, 2009

Annex VI



SPEECHES

Introductory Remarks by Mr. Titus M. Ndambuki, CBS, Permanent Secretary,
Ministry Of State For Public Service

Hon. Musalia Mudavadi, EGH, M.P., Deputy Prime Minister and Minister for Local
Government,

Hon. Ministers and Deputy Ministers present,

Ambassador Francis K. Muthaura, EGH, Permanent Secretary, Secretary to the
Cabinet and Head of the Public Service,

AAPAM President, Mr. Sekhamane,

Heads of Public Service and Chief Secretaries to the Cabinet present,

Permanent Secretaries/Principal Secretaries/Secretaries Generals

Chairmen of Service Commissions,

Your Excellencies Ambassadors and High Commissioners,

Our Partners in Public Service Management and Development – CIDA through
IPAC, Commonwealth Secretariat, UNDESA and UNDP,

Distinguished delegates and Presenters,

Ladies and Gentlemen,

I am delighted to warmly welcome all of you to the 31st AAPAM Annual
Roundtable Conference hosted by the Government of the Republic of Kenya,
here at KIA, Nairobi. Hamjambo na Karibuni Kenya. I wish you all a good,
enjoyable and memorable stay in our lovely country. Hakuna Matata.

We in Kenya are greatly honoured to host this Conference. I note with great
appreciation the presence of so many distinguished delegates from African
countries and outside. This is a clear testimony of our commitment to learn from
each other and share our experiences and knowledge on how best to serve our
people.

Hon. Chief Guest,



This 31st AAPAM Annual Roundtable Conference had been planned to be hosted by the Government of the Republic of South Africa in Durban in November, 2009. However, South Africa could not host the Conference when the dates were brought forward to September, 2009.

It was in May 2009 that Kenya Government was requested by AAPAM to host this Conference. The necessary arrangements to host this Conference started in earnest in June 2009 and I wish to thank the Kenya National Organizing Committee and other side committees for burning the midnight oil to ensure the success of this Conference. I also thank the organizations and individuals who have supported this Conference in one way including Jomo Kenyatta Foundation, Kenya Literature Bureau, Ministries/Departments and State Corporations.

Hon. Chief Guest,

I have the pleasure to announce that arrangements have been made for all the Conference delegates to undertake **Learning Journeys** to various parts of Kenya. This will be an opportunity for you delegates to get out of KIA and experience the extent to which the World Economic Crisis has affected some selected sectors of our economy. We are requesting delegates to make a choice by today Monday to visit any of the identified destinations. These include:

- (a) Olkaria Geothermal Power Plant – about 100km from Nairobi;
- (b) Export Processing Zones – 30 km from Nairobi;
- (c) Bidco Oil Refineries – 35 km from Nairobi; and
- (d) Safaricom Limited and National Museums of Kenya – 4 km from KIA.

Further information is provided in your conference bags to enable you make your preferred choice.

Hon. Chief Guest,

With these remarks, it is now my pleasure to formally introduce distinguished delegates from different countries and organizations represented here today. I will start with delegates from the Government of the Kingdom of Lesotho.....

✓ **Thank you and God be with you.**

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

- Our Guest of Honour, Rt. Hon. The Deputy Prime Minister and Minister of Local Government, Government of the Republic of Kenya, **Hon. Musalia Mudavadi, EGH, MP**
- Hon Ministers Present
- Hon. Members of Parliament
- Ambassador Francis K. Muthaura, Permanent Secretary, Secretary to the Cabinet and Head of the Public Service, Government of Kenya
- Your Excellencies Ambassadors and High Commissioners
- Heads of Public Service and Permanent Secretaries
- Our Distinguished Partners in Development
- Distinguished Delegates
- Ladies and Gentlemen

On behalf of the Executive Committee of the **African Association for Public Administration and Management (AAPAM)** and all the Delegates to this August Roundtable Conference, I wish to welcome you, Rt Hon. Deputy Prime Minister, as our Guest of Honour.

I thank you most sincerely for accepting our invitation to officiate at the Opening Ceremony of our 31st Roundtable Conference. This is a great honour to us because you accepted to give us a portion of your precious time out of your busy schedule. I extend a warm welcome to all Delegates to this conference and I congratulate our Muslim brothers and sisters upon the successful completion of the holy Month of Ramadhan. We welcome all our collaborators and partners in development present at this conference.

As most Delegates present here will recall, this Conference, the 31st AAPAM Roundtable Conference, had been planned to be held in Durban, South Africa at the kind invitation of the Government of the Republic of South Africa. However, due to the changes in the dates whereby the conference had to be brought forward and held in September rather than in November, the Government of South Africa found it difficult to host the conference in September, given other pressing commitments. In the circumstances, the Government of Kenya was approached to step in and host the Conference. The Government readily accepted and that is why we are here today.

On behalf of the Executive Committee, the AAPAM Membership and all the Delegates attending this conference, I wish to express our sincere thanks and gratitude to the Government of Kenya for accepting, at a very short notice, our request to host this conference. Asante Sana.

And we are really grateful to the Government of Kenya because this is not the first time the Government has supported AAPAM in hosting its Roundtable Conferences. Since the AAPAM Annual Roundtable Conference, series began in 1978, Kenya has hosted six of them in 1979, 1994, 1997, 1998, 2005 and now 2009. In fact, as a country, Kenya has singularly hosted most of our Roundtable Conferences. What an expression of great support for AAPAM by the

Government and people of Kenya! We are really touched by this gesture of support by the Government of Kenya.

And this is not all. The Government of Kenya provides AAPAM with one of the highest annual subventions that has enabled AAPAM to sustain its activities and programmes over the years. In addition, Kenya is host to the AAPAM Secretariat which is located here in Nairobi and to which the Government extends valuable diplomatic, logistical and technical support. For all this we say thank you to the Government of Kenya.

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

We wish to express our thanks to all delegates who have come to this conference to address their minds to the current problem of the World Economic Crisis and its Challenges to the African Public Administration Systems. We thank all resource persons who will lead the discussions. We particularly welcome our colleagues from the Institute of Public Administration of Canada (IPAC), the United Nations Department of Economic and Social Affairs (UNDESA), the Commonwealth Secretariat, London, the United Nations Development Programme (UNDP) Somali Institutional Development Project and the United Nations Programme on Governance in Seoul, Korea for coming to join us in the discussions at this conference.

Behind the success of this conference is the support AAPAM has received from its development partners and collaborators. On behalf of the Executive Committee, I wish to acknowledge the unfledging support that we have



received from the following organizations and institutions in organizing this conference:

- The Canadian International Development Agency (CIDA)
- The Institute of Public Administration of Canada (IPAC)
- The Commonwealth Secretariat through the Governance and Institutional Development Division (GIDD)
- The United Nations Development Programme (UNDP) and
- The United Nations Department of Economic and Social Affairs (UNDESA) who have provided all the facilities for simultaneous interpretation at this conference

We are grateful for the support that various African Governments give to our Association through the Annual Subventions. And since the majority of delegates to our Roundtable Conferences happen to be Government employees, we are grateful that those governments provide them with the logistical support and allow time off to attend.

Before I conclude, I would like on behalf of all the Delegates to extend special thanks to the AAPAM Vice President for East Africa, Mr. Titus M. Ndambuki who is also the Permanent Secretary, Ministry of State for Public Service, Government of Kenya, and the National Organizing Committee for putting in place such wonderful arrangements for this conference.

The Rt Hon. Guest of Honour, once again, I thank you for honouring us by presiding over the Opening Ceremony of this conference.

THANK YOU AND MAY GOD BLESS US ALL

**Welcome Address by Amb. Francis K. Muthaura, EGH, Permanent Secretary,
Secretary to the Cabinet and Head of the Public Service**

The Chief Guest, Hon. Musalia Mudavadi, EGH, MP, Deputy Prime Minister and
Minister for Local Government,

Honorable Ministers,

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

Heads of Public Service,

Your Excellencies Ambassadors and High Commissioners,

Deputy and Vice-Presidents of AAPAM,

Permanent Secretaries,

Distinguished Guests,

Conference Delegates,

Invited Guests,


Members of the Press,

Ladies and Gentlemen.

I wish to extend to you all a warm welcome to Kenya, and to Nairobi for the 31st
African Association for Public Administration and Management (AAPAM)
Annual Roundtable Conference. We are extremely delighted to host this
important event and thank the organizers for choosing Nairobi, Kenya as the
venue.

As host country, we shall strive to ensure the success of the Conference. Indeed, I
am gratified to note that this would be the Sixth Annual Roundtable Conference
to be hosted by Kenya after the years 1979, 1994, 1997, 1998 and 2005
Conferences.

Kenya has closely been associated with AAPAM since its inception in the early



1960's and continues to contribute to its growth and activities. To this end, Kenya currently hosts the AAPAM Secretariat based in Nairobi. This proximity has provided an opportunity for us to collaborate in many areas of interest such as legal and audit support for AAPAM activities. In addition, the Kenya Institute of Administration (KIA) and AAPAM have jointly developed a Leadership Development Programme for Senior Public Service Managers and the programme is currently being implemented by KIA.

Ladies and Gentlemen,

As stated, AAPAM's mission is to promote and spearhead best practices, excellence and professionalism in public administration in Africa. In this regard, AAPAM's contributions have been beneficial to many African countries through its advice to governments and heads of Public Service in initiating and strengthening the administrative and management capacities of African public administration systems.

The annual conferences of AAPAM continue to provide useful interactive forums where African countries learn from each others experiences in public service management, exchange ideas and benchmark on best reform practices. In the spirit of benchmarking, Kenya has been privileged to host delegates from many African countries on study missions especially in the reform area of Results-Based Management (RBM) and Performance Contracting. As a country, we are also benchmarking with other African countries in areas such as effective utilization of Information and Communication Technology (ICT) in service delivery, human resource utilization and organizational leadership development.

Such collaboration is encouraged as learning from each other, as brothers and sisters who share similar public service practices, has many advantages in comparison to solely drawing experiences from outside the continent where social, economic and cultural experiences are radically different. Encouraged are more shared case studies from the continent hence the importance of this Conference, which provides the opportunity for African countries to show-case innovation and best practices in public service delivery.

Ladies and Gentlemen,

The Conference theme, *'The World Economic Crisis: Challenges to the African*

Public Administration Systems' appropriately attests to the relevance of the Conference and its expected contribution to efforts addressing challenges facing many of the AAPAM member countries. The need to interact and continuously share on how best to deliver services to our citizens has never been more urgent. Indeed, the theme is appropriate and current in that the focus of the Roundtable discussions is on examining the capabilities of the African public administration systems in containing the economic downturn crisis and reversing its effects in respective countries.

A challenge in this context would be public administration systems in Africa must provide technical advice and guidance to the political leadership regarding the most appropriate ways and means to address and contain the crisis, within a shorter time frame. It would be useful for the Conference to interrogate the causes of global economic downturn and the impact on Africa, the capacities and capabilities of African public administration institutions in responding to the crisis, efficacy of the responses and the ability of public bureaucracies to manage policies formulated specifically to prevent the deepening of the recession or to alleviate the economic crisis.

Ladies and Gentlemen,

Let this Conference go beyond theoretical scholarly presentations. Expected are practical strategies to be implemented in pursuit of containing the effects of the economic crisis and enhancing public service delivery in our motherland, Africa.

It is now my pleasure to invite the Hon. Musalia Mudavadi, EGH, MP Deputy Prime Minister and Minister for Local Government to address the delegates and officially open the Conference.

Thank you.

Opening Speech by Hon. Wycliffe Musalia Mudavadi, EGH, MP Deputy Prime Minister and Minister for Local Government, Republic of Kenya

Honorable Ministers,

The President and AAPAM Executive Committee Members,

Excellencies, Ambassadors and High Commissioners,

Distinguished Delegates,

Invited Guests,

Ladies and Gentlemen.

Welcome to Kenya, Karibuni Kenya and to KIA, Nairobi

On behalf of the Government of the Republic of Kenya, it gives me great pleasure to welcome you all to the 31st AAPAM Roundtable Conference which will run throughout this week.

In welcoming you to our country and to the Kenya Institute of Administration, I take this early opportunity to thank the African Association for Public Administration and Management (AAPAM) for deciding to hold this important event in our country. It is a privilege to have delegates from our sister African countries, other states in other continents, supporting organizations and institutions that network with AAPAM to further the realization of its mission and objectives. I believe that the deliberations of the conference will provide a global perspective of the challenges that public administrators and managers must grapple with at work.

Ladies and Gentlemen,

The Kenya Institute of Administration (KIA) which is hosting the conference has the facilities and quiet environment to allow for creativity and focus on the various topics that form the core business of the conference. Housed in this Institute are conference facilities you are using and the state-of-the-art Kenya Development Learning Centre (KDLC), which is an affiliate of the Global Development Learning Network (GDLN). The centre is a very unique conferencing facility that gives Kenya and other countries an opportunity to

build human capacity with a globally focused strategy. I believe this tranquil atmosphere will enable the conference achieve its goal for the benefit of the corporate and individual membership and the continent as a whole.

Ladies and Gentlemen,

I wish to acknowledge the vital role AAPAM has played since its inception in 1971. It has sensitized public administrators, managers, government leaders and partners on the need to create efficient and effective institutional structures and systems to enhance good governance for the delivery of quality services to our people in Africa. In pursuit of its mandate, vision, mission, goal and specific objectives AAPAM has spearheaded change towards the transformation of our national and regional administrative and management systems.

Indeed AAPAM has used every opportunity to instill public confidence in the institutional structures that national governments and regional organizations have established towards the achievement of national goals. It is with this view in mind that the themes of the past annual roundtable conferences have focused on critical areas which pose challenges to governments and key actors including administrators and managers in the public and private sectors of our respective countries. I urge the AAPAM leadership to sustain the tempo of effective and creative change and institutional development it embarked on at its inception.

Ladies and Gentlemen,

When AAPAM was established its objectives included providing a forum to exchange ideas and experiences; bringing together top public administrators, managers, scholars and trainers to examine topical managerial problems and challenges in development and suggest solutions to African leaders. AAPAM was also expected to foster professionalism among African public administrators and managers; promoting research in the field of administration and management in the continent and foster affiliation and networking with other nations, international bodies and agencies interested in public administration and management. The pursuit of these noble objectives has led to many achievements over the last four decades which include among others



influencing the practice and development of public administration and management in the public and private sectors in Africa.

As a professional association it has created fraternal network of people who are committed to the building of human capacity to support and enhance development in Africa by sharing ideas and results of relevant research. This way, they have engaged global thinkers, actors and implementers of development programmes. In this conference you will revisit and review these achievements in the context of global, continental, national economic, political, socio-cultural and development realities that affect and will continue to variably affect the lives of millions of people at all levels. A time has come for AAPAM and individual members to be proactive and forward looking in carrying out the respective tasks and roles to improve national productivity.

Ladies and Gentlemen,

I note that since the Annual Roundtable Conferences began in 1978, AAPAM identified areas and themes relating to the continent's challenges. Many of the themes touched on the role of public and private sector executives and how AAPAM can contribute to the achievement of the respective national development goals.

The themes have also focused on raising awareness, standards and application of public administration and management to enhance service delivery. Delivery of services to the public has often meant creating and maintaining systems and structures that facilitate the efficient and effective production of goods and services to satisfy consumers. This presupposes that public administrators and managers focus on creating conditions that allow secure and peaceful environment often reflected in stable political activities and active engagement in various economic and social activities. In this continent we have witnessed many attempts to create productive systems to improve the livelihood of our citizens. It is in the above context that many governments seek bilateral relationships and partnerships with developed industrialized countries and organizations which can provide expertise, development finance and other assistance to help our economies grow and develop. At the core of all

development initiatives is the role of governance in creating sustainable institutions, structures and systems that can lead to improvement in all areas of the national economies. While we continue to learn from developed or successfully managed economies, we appear to fail to heed the directional and prospective strategies that have been tested in other economies.

Ladies and Gentlemen,

The theme of this conference is "**The World Economic Crisis: Challenges to African Public Administration Systems.**" The economic crisis started mid-2007, but its impact stayed in the background. It started devastating the stable economies and financial systems of the developed countries, but many developing countries got wind of this economic recession too late to prepare and develop realistic remedial measures. In essence, African nations have allowed their economic and financial systems to be destroyed by the devastating effects arising out of investor greed, inappropriately placed regulatory systems and, perhaps, insensitive political institutional practices coupled with inadequate governance structures. This has happened in the presence of management and administrative regimes which are ill-prepared to cope with the dynamic change in the complex economic and financial world.

Ladies and Gentlemen,

It is in this context that the AAPAM leadership has focused on the strategies needed to address the challenges which have emerged from a global crisis that may eventually turn out to be a long economic recession as it continues to affect every economy. Since 2007 governments and international agencies have attempted to address the spiral effects of the economic melt-down with some success and many disappointments. We as part of the world must do something dramatic so as to win this economic war.

We have seen specifically the USA and European Union take strategic measures to contain the crisis affecting financial systems and, consequently, economic activities relating to investments, production of goods and food to feed the world. The governments in developed countries have examined the need, efficacy, appropriateness as well as readiness to review and create appropriate

regulatory regimes and institutions that can take their economies out of the doldrums and begin to rebuild their economic and financial systems.

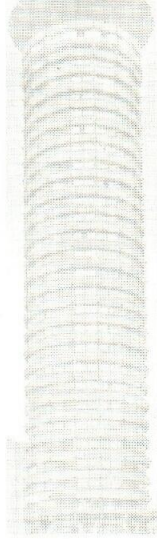
To confront, study, understand, and address the challenges emerging from the economic and financial crises being experienced in many African countries, it is imperative for you to re-examine the administrative and management systems, cultural norms and practices. Rather than think of what we have achieved and what we have planned to achieve, we must challenge this latent way of thinking and provoke and prepare our political leaders, policy developers, managers, researchers, and other key players to not just cope. They must now but strategically use their skills, competencies and institutional resources to change the planning dimensions towards a sustainable investment framework. Such a framework must be competitive at the global and regional levels. In addition, our public administrative and management systems need to be redressed in terms of performance mindsets, skills and competencies in policy action, economic planning strategies and resources investment in productive areas.

Your focus on strengthening the existing and future public administration and management systems should consider an overhaul of the human resources development strategies and focus. A strategic and balanced development in occupational sectors such as economics, engineering, medicine, finance, planning, investment and financial skills will go a long way in preparing African leaders, politicians and business entrepreneurs to build strategic capacities to support their respective economic and financial systems.

Ladies and Gentlemen,

I dare say that developing countries are many a times victims of their own mindsets that are influenced by attitudes to emerging changes. If this be the case, then the class of people we call politicians, educators, teachers, trainers, researchers, development planners, administrators and managers have a heavy responsibility of changing people and national attitudes and habits about life, lifestyles, occupations, investment and relationships at all levels. In today's global living there is no insular creations at any level. What affects one in Iceland, Korea, Nigeria, Brazil, Uganda, Canada, Italy, China, Somalia or Namibia will

ultimately affect many others elsewhere. It will and have an impact on the standards and quality of life and livelihood. This is evident from many happenings around the world. It is again in this context that this conference will be addressing the competencies and capacities needed in Africa to address local, national, regional, continental and global crises to stop their negative impact. It is somehow shameful that we are addressing this subject later after the effect. Nonetheless it is AAPAM's responsibility to spearhead and identify the desired interventions that will turn the tide and become a building block in creating prospective economic and financial development and growth strategies.



We recall that in the 1990s economists and financial experts collectively failed to predict the worsening economic crisis of the 2000s. It is said they were also unable to assess how well the global economy was performing to ensure sustainability at all levels. Perhaps they listened to politicians, business investors and administrators and went on to use models that were inappropriate in building a predictable outcome to guide development. Has the world's socio-economic network failed to recognize the relationship between economic and financial crises, and consequently, failed to act on the two fronts? Perhaps the key players and actors in our economies have been blinded by the success they have witnessed in the reforms so far undertaken.

While we have been able to barely feed our people in the face of perceived stability, peace and modest growth we have sat back anticipating growth will occur. If we have to develop and create institutions and systems to quickly establish a socially responsible world economic order, then we must revisit our development, administrative, managerial and business investment norms and practices to generate change and far-reaching socioeconomic and financial systems that respond and proact to the needs and challenges of today and tomorrow. Strategic planning is not enough. Strategic thinking and action will need to be entrenched in development, investments in industrial projects and programmes where administrative leadership and managerial acumen is demanded. Our administrative and managerial systems must be reshaped, recharged and driven by the desire to create sustainable rational economic and financial strategies.

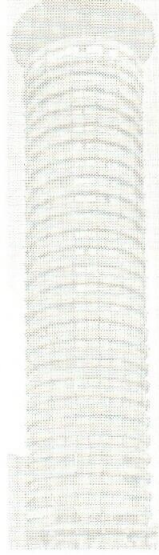
Ladies and Gentlemen,

There are obvious and varied indicators that a world recession may have already set in beyond the visible economic and financial crises so far experienced in many developed and developing countries. The full impact of this recession is yet to be felt at the national and local levels. If this phenomenal force is to be stopped then the role of political leaders is critical. In addition, good governance will be vital to successful reversal and stoppage of these forces and revert to growing economies. It is imperative therefore for administrators, leaders and managers to network with industrialists, investors, banking experts to create in having a well informed understanding of global economic and financial systems at home and abroad.

Public administrators, leaders and managers should understand and embrace the global political economy strategy and a cosmopolitan perspective of an economy. This economy is really ruled by financial systems that, in many occasions, favour some environments and not others. Thus public administrative and management systems require enhanced decision making strategies based on research outcomes and well informed analysis and assessment of the factors that rule global economic behavior. Those who influence government, politics and industry should be provided with directional strategies based on the analysis of prospective scenarios for sustainable economic and financial planning. We need multilateral systems and practices which are attractive and applicable in varied instances and circumstances. African public administrators and managers will successfully face the emerging challenges if they understand the international economic systems and strategize for action for desirable results.

Ladies and Gentlemen,

The African economies have been experiencing national and sectoral growth. They have been attracting both investment partners, bilateral and multilateral engagements leading to growth in various sectors. With the advent of the economic recession, these gains will be wiped out and our economies will weaken and will not withstand the negative effects of unpredictable financial



and economic trends. It is in this regard that AAPAM should rise to the occasion along with other players to create new and resilient institutional structures and systems.

Many African countries have benefitted from repatriated financial resources which in the future will dwindle due to the impact of this recession. A time has come to ensure that nationals working in the external jobs market are provided with incentives to continue repatriating cash and investing at home to support their families, and, consequently, their national economic development initiatives.

Overall this conference will help the delegates to address prospective strategies and the way forward to ensure our respective economies are hinged on tested systems and research findings. Research is a key prerequisite in development, investment and in building local, regional and multilateral strategies for growth. Thus the theoretical and conceptual premises and assumptions addressed by researchers are important to the public administration and management systems at all levels.

Delegates will examine the direct and not-so-direct impact of the global economic and financial crisis on the continent. This will enable them to assess the consequences in various sectors and lifestyles of our people. Those facts and issues focused on will inform the deliberation of the conference to provide in depth knowledge of how to manage the African economy and related resource allocation and management. Case studies covering various sub-themes of the conference will be extremely useful in guiding delegates in defining and determining the way forward.

It should be noted that the impact of economic and financial crises will show itself in the educational, health, social, industrial, agrarian and business sectors. Economic recession will also become formidable influence accessing information and technology in the future. This impact is global to the extent that all countries experience the consequences of the lack of organized growth and business acumen desired to improve quality of life for our people.



Ladies and Gentlemen,

It is imperative that Africa creates national, bilateral and multilateral institutions and systems to respond to the effects of the global economic and consequent financial crises that goes with or accompanies the former. AAPAM members and their partners must help to build capacities and capabilities at the national and individual levels. A strategic human development programme with rich financial, economic, political and social bases should be created in institutions of learning, training and development. I believe a selective channelling of young professionals into career areas and occupations hinged on finance, technology, political economy, economics, management, information, investment and entrepreneurial development will form a strong basis to create homegrown specialization and relevant capacities. This will stand every country and the continent in good stead in the event of future crises. It is such future experts and practitioners who will spearhead the creation of bilateral and multilateral networks with the advanced, developed and superlative economies and leadership for us to cash in on the benefits of the superior mindsets and prospective nature of public administration and management ethos and practices. Accompanying the building of individual and institutional capacity there should be well planned and equitable remuneration and performance reward system to retain such experts and specialists over a sustainable period of time. The working conditions should not only be attractive but must add value to the desired tangible and intangible benefits. Essentially, the creation of a committed workforce which allows strategic and well-timed succession plans. This will lead to competitiveness, commitment, and higher performance and sustainable productivity.

Ladies and Gentlemen,

I will feel indebted if I declare this important conference open without reemphasizing one of the foremost contributors to effective public administration and management in Africa. Political leadership is always a key player in successful or failed states. Therefore, the role of politicians as well as social activists must not be taken for granted. Politicians are among the most schooled human groups in every country. To harness the potential, capacity,



competence and goodwill they bring in the political economy, it is important for them to participate in designing and implementing policies, plans and programmes that stimulate the economy in all spheres. Their participation must extend to all areas of our respective nations. We should provide institutional frameworks that enable political leaders and public administrators and managers to work together and build synergy.

We know too well that where political leaders and public servants can't work together to build and create transparent and effective governance, the external forces that afflict economies and other institutional arrangements tend to appear abruptly on the horizon and negatively affect national development and management systems. This situation must be avoided at all costs through the creation of mutually developed participatory and accountability structures and systems.

We have examples in developed and developing countries where political leaders work together with public servants and industry leaders. The consequence is a creative, transparent and accountable governance structure with enabling systems and institutions. These generate the requisite directional and prospective strategies and instruments for efficacious development and management of economies and financial systems. We will have to learn from such institutions so that Africa can take full charge of its destiny and rightful place in the global economy.

Ladies and Gentlemen,

I have taken time to bring out the issues you will grapple with in the next five days. You can rest assured we all look forward to the outcome of the deliberations you will undertake. This is because your recommendations will form a strong framework and basis for many countries to shape their way forward in managing their economic and financial systems to avoid pitfalls that have been experienced in the last two years. We should all agree that African countries deserve a better presence of mind in managing their affairs as planned.

Ladies and Gentlemen,



Before I conclude my speech I wish to urge you to take advantage of being in this country to see for yourself the fauna and flora that are unique to Kenya both around and outside Nairobi. Kenya has some of the most beautiful landscapes and beaches in the world. You will find our cultural diversity captivating in regard to food, music, dance, drama and ethnic diversity and uniqueness. Please spare time to experience Kenya's hospitality and nature's endowment.

It is now my pleasant duty to declare the 31st AAPAM Annual Roundtable Conference officially open.

Thank you very much.

Appendix VII

PROCEEDINGS DURING THE PRESENTATION OF THE AAPAM GOLD MEDAL

Opening Remarks by the AAPAM President, Mr. Tlohang Sekhamane AAPAM Gold Medal Presentation, 21st September 2009

- The guest of honour: Hon. Ibrahim Elmi Mohamed, MP, Minister of State for Development of Northern Kenya and other Arid Lands
- Honourable Ministers present
- Heads of public service
- Representatives of CIDA and IPAC
- Distinguished guests and delegates
- Ladies and gentlemen

Hon. Guest of honour, on behalf of the Executive Committee members of the African Association for Public Administration and Management (AAPAM) and the delegates assembled here at this conference, I wish to express my most sincere gratitude to you for having accepted to grace this occasion to present the AAPAM gold medal to the winner of the award for the year 2009.

Since its establishment in 1962 and institutionazation in 1971, AAPAM has strived to promote best practice, excellence and professionalism in the african public services. It has sought to do this by blending theory and practice and by exchanging new ideas and practices among African public sector managers and academics through conferences such as the present one, seminars, workshops, scholarly journal and other types of publications. Among our major tools for promoting best practice and excellence in public administration in Africa, is through awards for recognition of individual and organizational achievements that set standards to which others can aspire and provide examples for others to follow. The AAPAM gold medal embodies the highest

AAPAM expression of recognition and honour for excellence in public administration and management in Africa.

The AAPAM gold medal is awarded as a mark of distinction and exceptional achievement to a person who has shown distinctive leadership in advancing public administration and management in Africa or who, by his/her writings or other endeavours, has made a significant contribution in the field of public administration and management in Africa.

Hon. Guest of honour, distinguished guests and delegates, after a long search involving broad-based consultations, the AAPAM Executive Committee discovered the person who answers to the requirements for the award of the AAPAM gold medal for the year. I have the pleasure, Hon, Minister, ladies and gentlemen, of inviting Mrs. Matondo Monde Yeta, the AAPAM Vice President for Southern Africa, to present a citation of the recipient of the AAPAM Gold Medal. Ladies and Gentlemen, Mrs. Yeta.

Presentation of the Recipient of the AAPAM Gold Medal by Mrs. Matondo Monde Yeta, AAPAM Vice President for Southern Africa, Permanent Secretary, Gender in Development Division, Cabinet Office, Zambia

- The Hon. Guest of Honour
- The AAPAM President
- Honourable Ministers
- Honourable Members of Parliament
- The President of IPAC
- Heads Of Public Service And Permanent Secretaries
- Distinguished Delegates And Invited Guests
- Ladies And Gentlemen

I have the greatest privilege to present to you a great son of Tanzania and Africa, a great international public servant who has served aapam, the commonwealth secretariat and the world at large, an accomplished scholar whose teaching

and publications have contributed to knowledge in public administration and management, a practitioner whose technical leadership has led to public service reforms in many African countries: for the presentation of the highest aapam award of honour and excellence – the aapam gold medal award. This is **Professor Gelase Rwabyo Mutahaba**, Professor of Public Administration, University of Dar es Salaam, United Republic of Tanzania. Professor Mutahaba has a rich curriculum vitae and a long list of accomplishments that make him stand out to truly deserve AAPAM's highest award of honour and recognition. I will, however, be brief in my presentation and begin where he began to be what he is today.

Professor Gelase Mutahaba was born in Kabale village, Bukoba District in North West Tanzania. He attended local primary and secondary schools and obtained his ordinary and advanced levels school certificates from the Cambridge university examination syndicate.

Between 1965 and 1969 Professor Mutahaba studied political science and history at Dar es Salaam Univeristy College of the then University of East Africa, and graduated with a bachelor of arts honours first class degree. In 1969 he won a scholarship from the Rockefeller Foundation to pursue a master of arts and doctor of philosophy degrees in political science and public administration at the University of California, Berkeley.

He immediately joined the University of Dar es Salaam, as a lecturer and progressively rose to the rank of professor and head of department in 1984. During this period, he also taught at the university of California, Los Angeles and the University of Connecticut, Hartford, USA.

Between 1981 and 1986, Professor Mutahaba served as adviser on executive development to the government of Tanzania Civil Service Department. His major contribution in that advisory role was his leadership in launching the top executive management development programme that saw more than 500 senior officers attend the programme; and he introduced a culture of continuous learning within the senior echelons of the Tanzania Public Service.

At the regional and African levels Professor Mutahaba was, in 1975, appointed as the first Deputy Director of the East African management Institute which later became known as the East and Southern Africa Management Institute (ESAMI).

On the west African front, and as a Commonwealth Fund for Technical Cooperation Adviser, Professor Mutahaba spent a year in 1978/1979 in Ghana working with the Commonwealth West African health cooperation Secretariat. Working with the University of Ghana officials, he developed an innovative masters degree programme in health administration and mobilized resources from a number of donors to ensure the programme took off well.

As many distinguished delegates may be aware, when the seeds of AAPAM were planted at Dar es Salaam in 1962, it was a club of senior administrators and practitioners and there were no academics in its circles. Even as the association was formally launched in 1971, only a few academics were members and the situation remained that way for some time. The running of the affairs of the association, including the position of secretary general, were always in the hands of practitioners. There were fears that academics could veer AAPAM conferences and activities to focus on theoretical issues rather than policy and practical issues.

When Professor Mutahaba was appointed as the first AAPAM Secretary General with an academic background in 1986, there were apprehensions that the association would become academicised. Contrary to the fears, he steered the association towards achieving a good balance between the two natural constituencies of AAPAM – a mixture of theory and practice.

As AAPAM Secretary General, Professor Mutahaba also worked hard with the Executive Committee to develop and implement a rich research, training and advisory services programme and mobilized funding from several donors. The outputs from those activities, especially its publications, put AAPAM on the African and world stages as an organization that was to be respected. The period also saw an increase in membership, both individual and corporate, as

well as an increased cooperation between its practitioner and academic constituencies.

It was during Professor Mutahaba's tenure as Secretary General that the AAPAM leadership decided to relocate the Secretariat to Nairobi, Kenya. From the Economic Commission For Africa (UNECA), In Addis Ababa, Ethiopia. He secured the Kenya government recognition of AAPAM as an international and intergovernmental organization with diplomatic status.

In 1992 Prof. Mutahaba joined the Commonwealth Secretariat, As Director of Finance and Administration and Manager of change. Professor Mutahaba performed the role of Change Manager at the Commonwealth Secretariat with distinction. As he relinquished the position of Secretary General leaving Professor Mutahaba behind, Chief Anyaoku was feted by Heads of the commonwealth countries for having renewed the Commonwealth and saved it from being an irrelevant colonial relic.

in 2002, Professor Mutahaba left the Commonwealth Secretariat and returned home to Tanzania. between 2002 and 2006, he was at various stages Chief Technical Adviser on Public Service Reform in Tanzania and Rwanda and carried out advisory assignments in the public service reform area in Botswana, Mozambique, and Namibia. as an academic, Professor Mutahaba has, since September 2007 decided to use the practical management and administration knowledge gained over the past twenty five years at aapam, the Commonwealth Secretariat and in government, to multiply the number of public administration professionals by returning to teach on a fulltime basis. As Professor of public administration, University of Dar es Salaam, Tanzania and concurrently extraordinary professor of public administration, University of Pretoria, South Africa.

Professor Mutahaba has written and published five books and forty articles in the field of public administration with particular focus on Africa, with most of those books and scholarly publications written while he was not in active academic life. In those publications he has stressed the importance of building strong public

institutions to provide technical support to the development process.

The lessons to be learnt from the life and work of Professor Mutahaba is that it is possible to successfully pursue academic excellence concurrently with a practical administrative career. The young professionals in the African public services should take a cue from Professor Mutahaba's achievements and contributions in advancing public administration and management in Africa.

The honourable guest of honour and distinguished delegates, this is the man whom AAPAM wishes to recognize and honour with its highest award – the gold medal. He is a man who is totally worthy of this honour - a man who has contributed greatly to the promotion of excellence in public administration and management in Africa.

Honourable guest of honour, I now present to you Professor Gelase Mutahaba for the award of the AAPAM gold medal.

Congratulatory Remarks by The Guest Of Honour: Hon Ibrahim Elmi Mohammed, MP, Minister of State for Development of Northern Kenya and Other Arid Lands at the Occasion of the Presentation of AAPAM Gold Medal, Monday 21st September 2009

- My Colleagues, Honourable Ministers
- The President of AAPAM
- Heads of African Public Services
- Permanent Secretaries and other Senior Government Officials
- Distinguished Guests and Delegates
- Ladies and Gentlemen

I listened carefully to both the remarks made by the President of AAPAM at the beginning of this ceremony and the citation that has been read about the recipient of the Award that I am about to present. From the President's remarks I heard that:

-
- The Gold Medal is the highest Honour and a mark of Recognition bestowed on the individual by AAPAM for excellence in the Public Service
 - That it is awarded to an individual for his/her exceptional achievements and distinctive leadership in advancing Public Administration and Management in Africa.
 - And that indeed it is awarded to an individual who has set standards of excellence in Public Service to which others can aspire.

These are indeed very good ideals and values in Public Service.

The Citation of the recipient has brought out a picture which clearly shows that Professor Gelase Mutahaba deserves this highest award of honour and recognition. Through his distinguished service in various capacities in his country, Africa, the Commonwealth Secretariat and the world generally as well as the contributions he has made through his teaching and writings, Professor Mutahaba has clearly contributed to the advancement of Public Administration and Management in Africa. In the process he set standards of accomplishments and excellence to which many of us, especially the young generation in the Public Service, should aspire.

I wish, first of all, to congratulate AAPAM for the novel idea of honouring and recognizing talent, achievements and excellence in the Public Service. The AAPAM Awards Programme, of which the Gold Medal is a major part, is indeed a very effective instrument for building capacity in our Public Services.

To the recipient of this honour and recognition, I congratulate you, Prof. Mutahaba, for your exceptional achievements and distinctive contributions to Public Administration and Management in Africa that has made you worthy of this highest award.

Accordingly, I have the greatest pleasure of presenting to you, Professor Mutahaba, the **AAPAM GOLD MEDAL**.

Acceptance of the AAPAM Gold Medal by Professor Gelase Mutahaba

The Honorable, Ibrahim Helmi Mohamed MP, Minister of State for
Development of Northern Kenya and Other Arid Lands,

Other Ministers Present,

The President of AAPAM,

Members of Parliament Present,

Heads of Public Services Present,

Permanent /Principal Secretaries Present

Members of AAPAM Executive Committee,

Fellow Delegates,

Invited Guests

Ladies and Gentlemen

I also want to recognize a number of people who have come from outside Kenya at the invitation of AAPAM to join AAPAM and I in commemorating this event (Supporters duly introduced)

Late in the evening of 23rd July 2009, I received a telephone call from Mr. Titus Ndambuki, Vice President of the African Association for Public Administration and Management (AAPAM) for East Africa, who is also the Permanent Secretary, Office of the Prime Minister, Ministry of State for Public Service, Government of Kenya informing me that he had been asked by the AAPAM President, to inform me of my selection for this award. The following day, I received a formal letter from the President of AAPAM, Mr. Tlohang Sekhamane, who is also Government Secretary, Head of Civil Service and Cabinet Secretary, Kingdom of Lesotho conveying this message. In my letter of Acceptance, dated 31st July 2009, I confirmed with appreciation, my acceptance of the honour from AAPAM. I

would like to say in the presence of the Guest of Honour, other distinguished guests as well as the AAPAM fraternity present how much I appreciate this honour and to express my surprise for being selected to become the second recipient of the Award after Prof. Adedeji, when there are so many others who deserve the award better than me.

I first got involved in AAPAM activities in 1975 when I attended the AAPAM Annual Conference in Lesotho, "The Kingdom in the Sky". At that Conference, I was a small boy in career terms, in relation to the giants who were present at the conference and were driving the AAPAM fraternity. It was in Lesotho that the First President of AAPAM, the late Robert Ouko, an illustrious son of this Great Republic, which is hosting this year's Roundtable Conferences, handed-over the AAPAM Presidency to another tall son of Africa, Hon. Adebayo Adedeji, the first recipient of the AAPAM Gold Award. Also present at the Lesotho Conference were such major figures in the African Public Administration fraternity on both the academic and practitioner sides-

- Chief Udoji, First Secretary General of AAPAM and a celebrated Nigerian civil servant, reformer and prolific writer in our field; remembered for the famous Udoji Report that influenced the shape and directions of Nigerian and other African public services;
- Henry Barlow, Permanent Secretary of many Ministries in Uganda, second AAPAM Secretary General, who had to prematurely leave the position to become Head of Civil Service of Uganda, when Idd Amin was overthrown. We remember him most importantly for his skill and ability to compose poetry on African public services and read them to the AAPAM Executive Committee, when it was in tribulation on how and where to get

money to keep the organization afloat.

- James Nti a civil servant and permanent secretary of high repute in the Ghana Civil Service, a public administration reform adviser in more than seven African countries- The Nti Pay-Reports, (Swaziland; Kenya, Ghana etc), advisor on public administration at the United Nations and author of numerous publications on public administration issues.
- Prof. Anthony Rweyemamu, my teacher at the University of Dar es Salaam, international civil servant and Founder member of AAPAM and the Morocco based CAFRAD, a prolific writer and author in the public administration field.

The four are just a sample of the pillars of public administration practitioners and academics in Africa who, as individuals and, many times, on a collective basis, contributed to building public service institutions in Africa during the seventies and eighties. They also left a record of the issues they were tackling, difficulties and achievements and continuing challenges in the form of publications, which continue to be shared by younger generations.

Having started my apprenticeship through association with the above stalwarts, I progressively expanded my relationship with the next generation of public administration professionals during the eighties and nineties as I continued to attend the AAPAM Roundtables and was asked to participate in AAPAM Research activities but remained a relatively small boy in the AAPAM fraternity. I was therefore surprised when in June 1986 the President of AAPAM telephoned me to inform that the AAPAM Executive Committee was asking me to become Acting Secretary General to replace the then Secretary General who had

resigned to go to greener pastures.

That was the beginning of my next learning curve and, during the next five years I came to learn a lot from the AAPAM fraternity on the importance of combining theory and practice and having academics and practitioners working together in building strong public administration institutions in our countries. I had also to learn that the job of the Secretary General of AAPAM required the incumbent to ensure the association served the interests of both its academic and practitioner constituencies in a balanced manner. That trait of having to balance theory and practice came to become ingrained in my psych and served me well as I moved on to the Commonwealth Secretariat, the Government of Tanzania and back to the University.

This award, therefore, belongs to all those who have contributed to my growth starting as a young lecturer at the University of Dar es Salaam moving on to an international career in Africa and the Commonwealth and back to a national administrative career. More particularly I believe the AAPAM stalwarts whom I mentioned earlier deserved the AAPAM Gold Award if they were in active professional life and alive.

As I conclude I would want to say that I have been lucky to traverse almost all aspects of the public administration profession, I have taught public administration, conducted research, written books on the subject, worked as an adviser/consultant and have been an administrator. I have crossed the divide between theory and practice and I consider myself to be both an academic and a practitioner. I do not regret having traveled that journey.

I urge the AAPAM fraternity to encourage cooperation between practitioners

and academics within the public administration area in tackling policy issues, designing institutions, training future public administrators. Public service employment-policy should encourage academics to work in Government and practitioners should be encouraged to teach and conduct research. Research projects to be conducted jointly by practitioners and academics should be encouraged. AAPAM may want to take a lead in these endeavors, starting with young professionals.

Thank you for listening to me and once again I thank you for bestowing the AAPAM Gold Award and I accept it with great humility.

Appendix VIII

Proceedings during the presentation of the AAPAM Award for Innovative Management

Opening Remarks by Mr. Joe D Issachar, AAPAM Deputy President and Head of Ghana Civil Service

- Honourable Guest of Honour
- The Chief Host: Ambassador Francis Muthaura
- President and Members of the AAPAM Executive Committee
- Heads of Public Service
- Permanent Secretaries and other Senior Government Officials
- Ladies and Gentlemen

The AAPAM Awards Programme was inaugurated at the 27th AAPAM Roundtable Conference that was held in Livingstone, Zambia in December 2005. This programme aims at recognizing achievements in the public sector as a way of promoting best practice, excellence and professionalism in Public Administration and Management in Africa. There are five categories of awards in the Programme among which is the AAPAM Award for Innovative Management.

Among the objectives of the AAPAM Award for Innovative Management are the following:

- To recognize and promote innovation in the public sector
- To recognize organizations for creativity in performance improvement and service delivery
- To identify and publicise success stories in the public sector worthy of emulation; and

-
- To facilitate the transfer of innovations and best practices in Public Administration and Management

This is the third time that this award is being presented to the winning organizations.

The processing of the Award is based on competition among the various organizations. The competition begins with the Call by the AAPAM President to organizations to submit entries of their innovations to the AAPAM Secretariat. This is usually done in November of any year with the closing date set for end of February of the following year. The various submissions that are received are then sent to an independent Jury which evaluates the submissions and selects the top five submissions for interview and final selection of the winners of the award.

AAPAM wishes to thank the various organizations that have participated in the competition. The enthusiasm for the competition is rising every year. When the award was first implemented in 2007, there were 17 submissions that were entered in the competition. This number rose to 39 submissions that were received last year (2008). And this year, a total number of 57 submissions were received. We call upon organizations to continue participating in the competition because this is the surest way of maintaining the momentum of innovations in our organizations in the public sector.

Finally, Guest of Honour, I wish, on behalf of the Executive Committee, to express our sincere thanks and appreciation to the Commonwealth Secretariat, for supporting this Award.

I now have the pleasure of inviting Dr. Joshua Kanganja, Secretary to the Cabinet, Zambia and who is Chairperson of the Jury for the AAPAM Award for

Innovative Management to brief the Guest of Honour and the Delegates about the work of the Jury. Dr. Kanganja.

Statement by Dr. Joshua L. Kanganja, Secretary to the Cabinet, Head of the Public Service of Zambia and Chairperson of the AAPAM Jury for Innovative Management

The guest of Honour

Ambassador Francis K. Muthaura, Secretary to the Cabinet and Head of the Public Service of Kenya,

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

Heads of Public Service

Permanent Secretaries

Your excellencies high Commissioners and Ambassadors,

Development partners,

Distinguished delegates

Invited guests,

Ladies and gentlemen

On behalf of the AAPAM Jury and indeed, on my own behalf, i am exceedingly honoured to, once again, be accorded this rare opportunity to present to you the winners of the 2009 AAPAM Innovative Management Award. The presentation of this prestigious, high-ranking and competitive AAPAM award follows a three-phase meticulous process of assessing and grading the submissions that were entered in the competition, and finally arriving at the ultimate winners.

Guest of honour,

For those of us that might be attending the Aapam round table conference for

the first time this year, the AAPAM innovative management award is one of the five prestigious AAPAM awards that were launched at the 27th AAPAM roundtable conference held in Livingstone, Zambia in 2005. The award recognises the most outstanding organisational, as opposed to individual innovation and achievement in public service delivery.

The competition for the 2009 AAPAM innovative management award was opened in October, 2008, by a call to various public sector organisations in Africa for submission of innovative entries by 28th February, 2009. At the close of the competition, a total of 57 submissions were received from fourteen countries as follows:

- Angola (1),
- Botswana (2),
- Ethiopia (1),
- Ghana (9),
- Kenya (13),
- Mauritius (5),
- Mozambique (2),
- Rwanda (5),
- South Africa (2),
- Swaziland (2),
- Tanzania (2),
- Uganda (8),
- Zambia (3), and
- Zimbabwe (1).

The 57 entries were evaluated and graded in order of merit by an independent team of consultants. Of these, 15 entries were ranked the highest and were from 8 countries as follows:

- Rwanda (2),

- Uganda (3),
- South Africa (1),
- Ghana (1),
- Zambia (1),
- Kenya (5),
- Mauritius (1), and
- Botswana (1).

The 15 entries proceeded to the second phase where they were evaluated and graded by the panel of jurors according to the set criteria of innovativeness, relevance, significance, sustainability, and replicability. This was in order to determine the five (5) most meritorious submissions. The second phase of adjudication was completed by July 15 2009, and the five highest ranked submissions and their country of origin were as follows:

- Judicial sector reform programme (Ghana),
- Online entry visa (Rwanda),
- Learner bus project (South Africa),
- Chain linked initiative (Uganda), and
- Establishment of a mobile court system (Zambia).

Guest of honour,

The five top finalists then proceeded to the third and final phase where they were each interviewed separately by a panel of 4 jurors to select the best 3 for the gold, silver, and bronze awards. The interviews took place on Sunday, 20th September, 2009, at jacaranda hotel in Nairobi, Kenya. The interviews consisted of two parts, a 20-25 minute power point or video presentation of the innovation, and a 15-20 minute questioning during which time the presenters were given an opportunity to explain further and defend their innovations.

After the interviews, the jury evaluated all the 5 submissions and ranked them from one to five in order of quality and merit. The first best submission will receive

the gold award, while the second and third best will receive the silver and bronze awards respectively. The fourth and five graded submissions will receive glass trophies in recognition of their innovations.

Ladies and gentlemen

Before I submit the winners for presentation of awards, allow me, on behalf of the jury, to sincerely congratulate the five finalists for having made it to the finals and, for the best three, for their outstanding innovations and winning this prestigious 2009 AAPAM innovative management award. I wish to challenge them to ensure that these award winning innovations do not just end in competition but that they are widely publicised and, where conditions allow, they are replicated in other countries as quickly as possible so that our people can benefit from these innovations in public service delivery.

In this regard, I wish to make a special appeal to our development partners to facilitate the replication of these innovations and best practices in the public service for the benefit of our people.

Finally, I wish to sincerely thank all the other countries and organisations that participated in this competition for their enthusiasm, dedication, efforts and resources expended in working on innovative ways of delivering quality public services. To them I say good luck next time.

For my fellow jurors, please accept my sincere thanks for the job well done in evaluating the submissions that were entered in the competition and for reaching consensus over the best five finalists.

I thank you

Congratulatory Remarks by the Guest of Honour, Hon. Amos K. Kimunya, EGH, MP, Minister of Trade, Government of Kenya, on the occasion of Presenting the

AAPAM Awards for Innovative Management to the Winners, Wednesday 23rd

September 2009

- My Colleagues, Honourable Ministers present
- Honourable Members of Parliament
- The Host: Amb. Francis K. Muthaura, EGH, Permanent Secretary, Secretary to the Cabinet and Head of Public Service, Government of Kenya
- Heads of Public Service, Chief Secretaries and Secretaries to Cabinet
- Permanent Secretaries, Principal Secretaries and other Senior Government Officials
- Distinguished Delegates
- Ladies and Gentlemen

I have been fascinated by the ideas behind the AAPAM Awards. On Monday, AAPAM presented its highest and most prestigious award – the Gold-Medal to an individual person in recognition of individual achievements and contributions to the advancement of Public Administration and Management in Africa. Today, we have just witnessed the presentation of yet another prestigious award – the AAPAM Award for Innovative Award – to organizations and institutions in recognition of their creative managerial initiatives in making things done and happen in a different and more efficient manner. So, it seems to me that in these two categories of awards, AAPAM has identified the correct combination of the factors that make the public sector, in particular the public service, strong and efficient, namely, the individual and the organization. The AAPAM awards, therefore, are important tools for building the capacities of the African administrative and management systems for effective service delivery to our people.

I wish to congratulate AAPAM for the innovations it has made in enhancing the performance of the African Public Services through a programme of Awards and Recognition. Tonight, I wish to congratulate the five finalist organizations for reaching the finals of the competition and in winning the AAPAM Awards for Innovative Management. I wish to encourage you to continue creating innovations in your organizations. It is through a continuous process of innovations that we can improve our methods of delivering services to our citizens in an efficient and timely manner.

Once again, Congratulations and good Luck for the future.

Appendix IX

INVITATION TO THE REPUBLIC OF SOUTH AFRICA FOR THE 32ND AAPAM ROUNDTABLE CONFERENCE

- Chairperson
- Hon. President of AAPAM
- Hon. Ministers
- Heads of Public Service and Secretaries to Cabinet
- Ladies and Gentlemen

Chairperson, we view AAPAM as a key role-player in building the interface between the theory and practice of public administration in ensuring productive and sustainable networking and collaboration among public servants, top executives in public and private sectors, consultants, researchers and teachers of public administration and management in the continent. It is in this context that we would like to build long-standing linkages to create a public service that responds to the developmental needs of our society.

As many of you are aware, South Africa established a National Chapter on 21st August 2008 in Johannesburg. We were very pleased and grateful that the then President of AAPAM, Mr. John Mitala and the then Deputy President, Mr. Sekhamane, were in attendance. Once again, we thank Mr. Mitala for the good wishes he expressed on that occasion. The gathering elected an Executive Committee with me as its Chairperson.

Some of you will recall that following a special request of the AAPAM Executive Committee, South Africa offered to host the 31st AAPAM Roundtable Conference in 2009. Later at the 30th Roundtable Conference hosted by Ghana in Accra in October 2008, our representative, Ms. Monica Phalane, confirmed the offer and invited delegates to the 31st Roundtable Conference that was planned to be held in Durban in November 2009.

Arrangements proceeded according to plan until March when AAPAM requested that the conference be brought forward and held earlier in September. We explained the difficulties that lay in the way of organizing and hosting a successful conference if it were to be brought forward from November to September. These difficulties were fully understood, and accordingly, AAPAM approached Kenya which accepted to step in and host this conference. We are grateful to Kenya for agreeing to host this conference.

On 12th August this year, Dr. Barongo, the AAPAM Secretary General, wrote to me requesting that we consider hosting the 32nd Roundtable Conference for 2010.

Ladies and Gentlemen, it is my honour and privilege to officially accept the offer to host the 2010 annual conference, and to take this opportunity to invite you all to 32nd AAPAM Roundtable Conference in the Republic of South Africa.

We are proposing that the Roundtable in South Africa be held in November 2010, in Cape Town.

We have noted the high standards set by the Government of Kenya in hosting the 31st Roundtable Conference. We congratulate Kenya for the successful event and accept the responsibility for ensuring that we maintain the high standards set by Kenya, Ghana and Swaziland in the recent years.

In conclusion we would like to play a 10-minute presentational DVD about Cape Town which we hope will encourage you to attend. Distinguished ladies and gentlemen, we hope you will give our invitation your most favourable consideration.

I thank you.

Siyabaya, Sizonibara le ekapa, sinonamuhela kalehulee

Prof. Richard Levin

Director General

Department of Public Service and Administration

South Africa

25th September 2009

Appendix X

Closing Address by Hon. Aden Sugow Ahmed, MGH, MP, Assistant Minister for Public Service, Office of the Prime Minister, Government of Kenya, during the Closing Ceremony of the 31st AAPAM Annual Roundtable Conference, Kenya, at the Kenya Institute of Administration (KIA) Lower Kabete, Nairobi, Kenya, 25th September 2009

Distinguished Guests

Heads of Public Service,

President of AAPAM

Permanent Secretaries and Deputy Permanent Secretaries present,

Distinguished Conference Participants,

Invited Guests,

As we come to the end of a busy week, I would like to most sincerely thank you for the hard work and commitment shown throughout the conference. I believe you have made your individual and collective contributions during this important AAPAM Conference. The ideas, suggestions and recommendations on the way forward that you have made will shape our thinking, mindsets and action plans in future. My sincere thanks also go to the AAPAM National Organizing Committee whose tireless efforts have made this Conference a resounding success. I acknowledge the efforts made before and during this conference to ensure that the various daily activities were adhered to by all players and actors. I also wish to thank the AAPAM Secretariat for its creative strategies and efforts in preparing this Conference.

Ladies and Gentlemen, the collective efforts and inputs of all of you has given the delegates the tranquility and opportunity to delve into the various issues relating to the theme of this important conference. We are indebted to you and we appreciate the roles played by all of you individually and collectively.

Distinguished Guests,
Conference Participants,
Ladies and Gentlemen,

Systems and institutions can provide the needed support in developing and setting up structures and procedures to confront and solve the emerging problems. The conference examined the issues raised in the opening speech which delved into the various economic and financial dimensions of the crisis affecting the world. The various presentations in all the plenary sessions have provided the delegates with the insights and opportunities to understand the economic and financial implications for respective countries and societies in terms of economic development.

Ladies and Gentlemen, it is obvious from the deliberations you undertook that each of the nation's concerns about its respective economies are of fundamental importance to all of us, our neighbours and partners. It is in this context that we believe the final outcome of this conference will inform the economic and financial decisions and actions at every level in many African countries. This awareness will extend to the identification, allocation and use of the available but often limited resources to address the emerging problems in our midst.

The goal of the conference was to examine the various issues and strategies to

determine the way forward in addressing the challenges emerging from the global economic and financial crisis and debates on the role of how public administrative and management can be empowered to play appropriate and strategic facilitative roles.

Distinguished Guests,
Conference Participants,
Ladies and Gentlemen,

The contributions you have made in this conference need to be translated into actionable programmes and activities. To do this successfully and in the shortest time possible, AAPAM leaders should work with respective government leaders to set up action teams to study the recommendations and determine the way forward. This may call for task forces, panels and implementation teams to tailor these proposals into the current and future national and sectoral plans, projects and programmes. In doing this it is important that all stakeholders have an early opportunity to share in the integration of all action plans that will allow the participation of various players and actors in shaping the way forward to support our economic and administrative systems of the future in each country.


While you have had very exhaustive discussions on the various sub-themes of the conference theme and deliberated on the research papers and case studies presented, it will be imperative to customize the outcomes to each country or institution. This will enable the potential users of the conference outcomes to focus on the reality on the ground.

Distinguished Guests,
Conference participants,

Ladies and Gentlemen,

The interpretation of the proposals and recommended actions of this conference will be of critical to the key players and actors in each country and organization. The benefits of this process will be much more visible from the action at the institutional level. It is therefore imperative that political leaders, public and private sector executives, managers and experts be centrally involved in planning the way forward. Where this approach has been used, it can be improved; where need exists, time should not be lost on needed action. The lessons learnt from the deliberations in this conference should not be lost to any group of stakeholders. We all need to assure our governments that the challenges identified in regard to the public administration systems will be addressed with speed and clarity of direction. When AAPAM gathers again next year for the 32nd Annual Roundtable Conference, we should be in a better position to report progress made by governments and other actors about the empowerment and capacitation of our administration, leaders and institutional structures.

Ladies and Gentlemen, as we move back to our respective countries and work places it is important to take the message of hope about the future. This hope is hinged on the faith in our systems, structures, plans and leaders at the political, social, sectoral and institutional levels. We must assure our leaders at all levels that we can plan, administer and manage our economic and other institutions with the confidence that we have demonstrable capacities and competencies. We must be capable of strategically planning with national resources and look for partners and networking investors to enhance the achievement of our development goals. I believe in our conference deliberations such considerations were born in mind.



We have learnt a lot; we have shared divergent views; and we have raised our individual and corporate awareness about the challenges posed by failed or failing economic and financial systems. It is obvious we cannot behave like the proverbial ostrich which always buried its head in the sand and gets bartered by forces beyond its control. We have the opportunity to recreate our future in terms of economic planning and in creating public administration systems and institutions which will enable governments and business leaders to face up to future challenges. I dare say we are well endowed with mindsets and aspirations towards the creation of internal mechanisms to succeed in our national efforts and create developing economies rather than accept recession and die.

The Conference proceedings have examined and discussed the challenges that have emerged from the global economic crises over the last two years. Some of the challenges discussed need assertive and continuous action and considerations in order to make a difference in the way we run our respective national economies. Public administrators and managers in most African countries must invest in creating capacities and competencies suggested in the deliberations of this Conference and others that are important for improving economic and financial systems to insulate our economies from future crises.

In conclusion let me once again congratulate you all for your noble efforts which have made the 31st AAPAM Annual Roundtable Conference resounding successful. It is important to recognise that only through the sharing and exchange of ideas in such a forum as this Conference that we can seriously contribute ideas to improve national and regional economies and the creation of effective and efficient administrative systems.

Therefore, as we go back home we should carry with us the lessons we have learnt and the knowledge that we have acquired from this Conference. Furthermore, we should start thinking about what we will do to change our economies and supporting institutions if we set our minds on change and actions on the way forward. Then let me assure you that we will leave behind a legacy in terms of contributing to enhanced public service delivery and the creation of sustainable economic and financial institutions.

Distinguished Guests,
Conference Participants,
Ladies and Gentlemen,

I wish you well as you plan to return to your various home countries, organizations and workstations. We believe our visitors will have visited and got pleasurable experiences of our tourist attractions.

It is now, my pleasant duty to declare the 31st AAPAM Annual Roundtable Conference that was held here in KIA, Nairobi, Kenya from 21st to 25th September, officially closed.

I wish you safe journeys back home.

Thank You for your attention
God Bless you all

Appendix XI

Conference Programme

PROGRAMME AT A GLANCE

SATURDAY 19TH SEPTEMBER 2009

9.00a.m – 1.00p.m	AAPAM Executive Committee Meeting	Jacaranda Hotel
5.00p.m – 7.00p.m	Registration of Delegates	Kenya Institute of Administration (KIA)

SUNDAY, 20TH SEPTEMBER 2009

9.00a.m – 1.00p.m	Meeting of the Jury and Interviews for the AAPAM Innovative Management Awards Finalists	Jacaranda Hotel
10.00a.m – 1.00p.m	AAPAM Executive Committee Meeting (cont.)	Jacaranda Hotel
3.00p.m – 7.00p.m	Registration of Delegates	KIA
3.00p.m – 4.30p.m	NOC – AAPAM Executive Committee Meeting	KIA
4.00p.m – 6.00p.m	Rapporteurs' Meeting	KIA

MONDAY, 21ST SEPTEMBER 2009

8.00a.m – 9.00a.m	Late Registration of Delegates	KIA
9.00a.m – 11.00a.m	Opening Ceremony	KIA Conference Centre
11.30a.m – 12.45p.m	Keynote Address	KIA Conference Centre
2.00p.m – 3.30p.m	The Global Economic Crisis and its Impact on Africa	KIA Conference Centre
4.00p.m – 5.30p.m	Impact of Global Economic Crisis on Africa (cont.)	KIA Conference Centre
7.00p.m	Dinner and Presentation of the AAPAM Gold Medal	KIA

TUESDAY, 22ND SEPTEMBER 2009

9.00a.m – 10.30a.m	Challenges of, and Responses to, the World Economic Crisis in Africa	KIA Conference Centre
11.00a.m – 12.30p.m	Lessons Learned: The Korean Development Experience	KIA Conference Centre
1.30a.m – 3.00p.m	Panel Presentations on Managing Transitions in Government during periods of Economic Crisis	KIA Conference Centre
3.30p.m – 6.00p.m	Workshop Discussions	KIA Seminar Rooms
4.00p.m – 6.00p.m	AAPAM Council Meeting	KIA
4.00p.m – 6.00p.m	APS-HRMnet Council Meeting	KIA
4.00p.m – 6.00p.m	Meeting of AAPAM Young Professionals	KIA

WEDNESDAY, 23RD SEPTEMBER 2009

9.00a.m – 11.00a.m	Strengthening the Regulatory and Oversight Role of Public Administration Systems	KIA Conference Centre
11.30a.m – 1.00p.m	Country Case Studies •Nigeria •SouthAfrica •Tanzania •Uganda	KIA Conference Centre
2.00p.m – 3.45p.m	Workshop Discussions and Preparation of Group Reports	KIA Seminar Rooms
2.00p.m – 3.30p.m	Meeting of Members of APS-HRMnet and UNDESA	KIA
4.00p.m – 5.00p.m	Presentations by Finalists of the AAPAM Innovative Management Awards	KIA Conference Centre
7.00p.m	Dinner and Presentation of the AAPAM Awards for Innovative Management to the Winners	The Carnivore

THURSDAY, 24TH SEPTEMBER 2009

8.30a.m – 5.00p.m	Learning Tours and Excursion	
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FRIDAY, 25TH SEPTEMBER 2009

9.00a.m – 10.00a.m	Panel Discussion on Developing Africa's Human Resource Capacity for Anticipating, Preventing and Managing Economic and other Crises	KIA Conference Centre
10.30a.m – 12.30p.m	Presentation of Group Reports and Conference Communique	KIA Conference Centre
12.30p.m – 1.00p.m	Closing Ceremony	KIA Conference Centre
1.00p.m	Lunch and Departures	

SATURDAY, 19TH SEPTEMBER 2009

TIME	ACTIVITY	PLACE	COORDINATOR
9.00am – 1.00pm	Arrival of Delegates AAPAM Executive Committee Meeting	Jacaranda Hotel	AAPAM Secretariat
5.00pm – 7.00pm	Registration of Delegates	KIA	AAPAM Secretariat and National Organizing Committee (NOC)

SUNDAY, 20TH SEPTEMBER 2009

TIME	ACTIVITY	PLACE	COORDINATOR
9.00am – 10.00am	Arrival of Delegates Meeting of the Jury for the AAPAM Innovative Management Awards	Jacaranda Hotel	AAPAM Secretariat
10.00pm – 1.00pm	Interviews for AAPAM Innovative Management Awards Finalists	Jacaranda Hotel	AAPAM Secretariat
10.00am – 1.00pm	AAPAM Executive Committee Meeting (cont.)	Jacaranda Hotel	AAPAM Secretariat
3.00pm – 7.00pm	Registration of Delegates	KIA	AAPAM Secretariat and NOC
3.00pm – 4.30pm	Meeting of AAPAM Executive Committee and NOC	KIA	AAPAM Secretariat
4.00pm – 6.00pm	Rapporteurs' Meeting	KIA	Rapporteur General

DAY ONE: MONDAY, 21ST SEPTEMBER 2009

TIME	ACTIVITY	PRESENTER	REMARKS
8.00am – 9.00am	Late Registrations	AAPAM Secretariat and NOC	KIA
9.00am – 11.00am	OPENING CEREMONY	See Insert	KIA Conference Centre
11.00am – 11.30am	PHOTOGRAPHS AND REFRESHMENTS		
TIME	ACTIVITY	PRESENTER	REMARKS
11.30am	Keynote Address		CHAIR: Mr. Tlohang Sekhamane AAPAM President, Government Secretary, Head of Public Service and Secretary to Cabinet, Government of the Kingdom of Lesotho
11.30am – 12.15pm (45 min)	The Global Economic Downturn: Causes, Channels of Communication, Impact on Developing Economies and Africa Leadership Responses	Prof. Stephen Adei Distinguished Retired Rector, Ghana Institute of Management and Public Administration (GIMPA) Ghana	Rapporteurs: Mr. Stephen Lusweti Ms. Elizabeth Kibaki

TIME	ACTIVITY	PRESENTER	REMARKS
12.15pm – 12.45 pm (30min)	DISCUSSIONS		
12.45pm – 2.00 pm	LUNCH BREAK		
2.00pm	PLENARY 1	PRESENTER	SESSION CHAIR:
	The Global Economic Crisis and Its Impact on Africa		Mr. Joe D. Issachar AAPAM Deputy President, Head of Civil Service, Republic of Ghana
2.00pm – 2.20pm (20 min)	Impact of the Global Economic and Financial Crisis: Sustaining Growth, Poverty Reduction and Human Security in Africa	Prof. Karega Mutahi, CBS Permanent Secretary, Ministry of Education, Government of Kenya	Rapporteurs: Mr. George Mukabi Mr. Simon G. Mwangi
2.20pm – 2.40pm (20 min)	The Current Global Financial and Economic Crisis and its Impact on Africa	Dr. Honest P. Ngowi Mzumbe University Business School, Morogoro, Tanzania	
2.40pm – 3.00pm (20 min)	La Crise Economique Mondiale: Les défis du Système de l'Administration Publique Africaine (The World Economic Crisis: Challenges for the African Public Administration Systems)	Ndenga Dimalla Pierre Auditeur et Contrôleur Interne à Caisse Autonome d'Amortissement du Cameroun (Cameroon Management Debt Agency) Cameroon	
3.00pm – 3.30pm	PLENARY DISCUSSIONS		
3.30pm – 4.00pm	HEALTH BREAK		
4.00pm	PLENARY 2		SESSION CHAIR:
	Impact of the Global Economic Crisis on Africa (cont.)		Mr. Joe D. Issachar AAPAM Deputy President, Head of Civil Service, Republic of Ghana
4.00pm – 4.20pm (20 min)	The Impact of Global Economic Crisis on Foreign Capital Inflows in Africa: Implications for Achievement of Millennium Development Goals	Mr. William Turyasingura Uganda Management Institute, Kampala Uganda	Rapporteurs: Ms. Rachel Ngesa Mr. Humphrey Makaya
4.20pm – 4.40pm (20 min)	The Impact of the Global Economic Crisis on Employment and Labour Markets in Africa: A Preliminary Survey	Mr Lazarus Nabaho Uganda Management Institute, Kampala Uganda	
4.40pm – 5.00pm (20 min)	The Impact of the Global Economic Crisis on Africa with Special Focus on the Mining, Industry and Trade Sectors	Dr. Theresa Moyo , Senior Lecturer, Master of Develop- ment Programme, Turfloop School of Leadership, University of Limpopo, Polokwane, South Africa	
5.00pm – 5.30 pm (30 min)	PLENARY DISCUSSIONS		
5.30pm	ADJOURNMENT		
7.00pm	DINNER	Host: Government of Kenya	Presentation of the AAPAM Gold Medal

DAY TWO: TUESDAY, 22ND SEPTEMBER 2009

TIME	ACTIVITY	PRESENTER	REMARKS
9.00am	PLENARY 3 Challenges of, and Responses to, the World Economic Crisis in Africa		SESSION CHAIR: Mr. Phillemon Luhanjo, Chief Secretary, President's Office, Secretary to Cabinet and Head of Civil Service, Tanzania
9.00am – 9.20am (20 min)	The World Economic Crisis: Challenges to the African Public Administration Systems	Dr. Finlay Sama Doh President, AAPAM Cameroon	Rapporteurs: Ms. Elizabeth Kibaki Mr. Simon G. Mwangi
9.20am – 9.40am (20 min)	The Current Economic Crisis and Public Administration in Africa	Dr. Fondo Sikod University of Younde II, Cameroon	
9.40am – 10.00am (20 min)	Revisiting the Role of Public Administration in Africa's Development: Strengthening the Human Resource Function for Effective Service Delivery in an Environment of Economic Crisis	Dr. John-Mary Kauzya Chief, Governance and Public Administration Branch, United Nations Department of Economic and Social Affairs (UNDESA), New York	
10.00am – 10.30am	PLENARY DISCUSSION		
10.30am – 11.00am	HEALTH BREAK		
11.00am	PLENARY 4 Lessons Learned: The Korean Development Experience		SESSION CHAIR: Mr. Titus J. K. Gateere Chairman, Public Service Commission of Kenya, Nairobi, Kenya
11.00am – 11.30am (30 min)	Lessons and Insights from the Experiences of Korean National Development	Prof. Daehee LEE Professor of Public Administration and Policy Analysis, Kwangju University and President of the Korean Association for Public Administration, Korea	Rapporteurs: Mr. George Mukabi Ms. Rachel Ngesa
11.30am – 12.00noon (30 min)	Korea's Resilient Economy and Decisive Measures	Chung-Keun PARK, Director of Development Cooperation Division, International Economic Bureau, Ministry of Strategy and Finance, Korea	
12.00noon – 12.30pm (30 min)	PLENARY DISCUSSIONS		
12.30noon – 1.00pm	LUNCH BREAK		
1.30pm	PLENARY 5: PANEL PRESENTATIONS		CHAIR: Dr. Margaret Kobia, Director and Chief Executive, Kenya Institute of Administration, Kenya

TIME	ACTIVITY	PRESENTER	REMARKS
1.30pm – 2.30pm (1 hour)	Managing Transitions in Government during periods of Economic Crisis	<ul style="list-style-type: none"> • Mr. Greg Orencsak, Assistant Deputy Minister, Ministry of Finance, Government of Ontario, Canada • Dr. Ludweki Chweya, Permanent Secretary, Office of the Vice President and Ministry of Home Affairs, Government of Kenya • Prof. Sam E. Oyovbaire, Professor of Political Science and Consultant in Governance, Public Policy and Institutions, Lagos, Nigeria • Mr. John Mitala, Head of Public Service and Secretary to Cabinet, Republic of Uganda 	Rapporteurs: Mr. George Mukabi Ms. Rachel Ngesa
2.30pm – 3.00pm (30 min)	DISCUSSIONS		
3.00pm – 3.30pm	HEALTH BREAK		
3.30pm – 6.00pm (2½ hours)	WORKSHOP DISCUSSIONS	Rapporteur General	Workshop Groups and Topics for discussion to be organized by the Rapporteur General AAPAM Secretariat
4.00pm – 6.00pm	AAPAM Council Meeting		
4.00pm – 6.00pm	APS-HRMnet Council Meeting	CONVENER:	Mrs. Adah Muwanga , Director, Human Resource Management, Ministry of Public Service, Uganda and Interim Executive Secretary, APS-HRMnet AAPAM Secretariat
4.00pm – 6.00pm	Meeting of AAPAM Young Professionals		
6.00pm	ADJOURNMENT		

DAY THREE: WEDNESDAY, 23RD SEPTEMBER 2009

TIME	ACTIVITY	PRESENTER	REMARKS
9.00am	PLENARY 6 Strengthening the Regulatory and Oversight Role of Public Administration Institutions		SESSION CHAIR: Mr. Bright Msaka, CS , Chief Secretary and Secretary to the President and Cabinet, Government of Malawi
9.00am – 9.20am (20 min)	Strengthening the Regulatory and Oversight Role of Public Administration Institutions	Prof. Gelase Mutahabe and Dr. Benson Bana , Department of Political Science and Public Administration, University of Dar es Salaam, Tanzania	Rapporteurs: Mr. Steven Luswati Mr. Humphrey Makaya

TIME	ACTIVITY	PRESENTER	REMARKS
9.20am – 9.40am (20 min)	Responding to Current and Anticipating Future Global Economic Crises: Capacity Issues on Choice facing African Public Administration Systems	Prof. Jide Balogun. Former Senior Adviser, Governance and Public Administration Branch, UNDESA, United Nations, New York	
9.40am – 10.00am (20 min)	Strengthening the Regulatory Role of the African State: The Approach of the African Peer Review Mechanism (APRM)	Prof. L. Adele Jinadu. Department of Political Science, University of Lagos, Nigeria	
10.00am – 10.20am (20 min)	Repositioning the Political Leadership in African Countries for the Problems and Challenges of Global Economic Recession	Prof. John Forje. Department of Political Science, University of Yaounde II-Sao, Cameroon	
10.20am – 11.00am (40 min)	PLENARY DISCUSSIONS		
11.00am – 1130am	HEALTH BREAK		
11.30am	PLENARY 7		SESSION CHAIR:
	Country Case Studies		Mr. Sandile Ceko Cabinet Secretary/Head of Civil Service, Government of the Royal Kingdom of Swaziland
11.30am – 1.00pm (1½ hrs)	Nigeria's Permanent Crisis: The World Economic Recession and its Implications for the Nigerian Public Administration System	Prof. Sam E. Oyavbaire. Professor of Political Science and Consultant in Governance, Public Policy and Institutions, Lagos, Nigeria	Rapporteurs: Ms. Elizabeth Kibaki Ms. Rachel Ngesa
	Coping with the Crisis: South Africa's Public Sector Response	Prof. Malcolm Wallis. Durban University of Technology Durban, South Africa	
	The Global Financial Crisis and Economic Implications for Tanzania	Prof. Delphin Rwegasira. Department of Economics, University of Dar es Salaam, Tanzania	
	The Impact of the Global Economic Crisis on Uganda: What Mitigating Role can Public Administration Play?	Dr. David K. W. Ssonko. Head of Research, Uganda Management Institute, Kampala, Uganda	
1.00pm – 2.00pm	LUNCH BREAK		
2.00pm – 3.45pm (1¾ hours)	WORKSHOP DISCUSSIONS AND PREPARATION OF REPORTS	Rapporteur General	
3.45pm – 4.00pm	HEALTH BREAK		
4.00pm	PLENARY 8		SESSION CHAIR:
4.00pm – 5.00pm (1 hour)	Presentations by Finalists of the AAPAM Innovative Management Award		Dr. Joshua L. Kanganja. Cabinet Secretary, Government of the Republic of Zambia and Jury Chairman
5.00pm	ADJOURNMENT		
7.00pm	DINNER	Host: Government of Kenya	Presentation of the AAPAM Innovative Management Awards to the Winners

The World Economic Crisis: Challenges to the African Public Administration Systems

DAY FOUR: THURSDAY, 24TH SEPTEMBER 2009

TIME	ACTIVITY	ORGANIZER	REMARKS
	LEARNING TOURS AND EXCURSION	NOC	
8.30am	Depart KIA		
5.00pm	Return KIA		

DAY FIVE: FRIDAY, 25TH SEPTEMBER 2009

TIME	ACTIVITY	PRESENTER	REMARKS
9.00am	PLENARY 9: PANEL DISCUSSIONS		SESSION CHAIR:
9.00am – 10.00am (1 hour)	Developing Africa's Human Resource Capacity for Anticipating, Preventing and Managing Economic and Other Crises	APS-HRMnet	Dr. John-Mary Kauzya , Chief, Governance and Public Administration Branch, United Nations Department of Economic and Social Affairs (UNDESA), New York
10.00am – 10.30am	HEALTH BREAK		
10.30am	PLENARY 10		SESSION CHAIR:
10.30am – 11.30am (1 hour)	Presentation of Group Reports and Conference Communique		Mr. Tlohang Sekhamane , AAPAM President, Government Secretary, Head of Public Service and Secretary to Cabinet, Government of the Kingdom of Lesotho
11.30am – 12.00noon	Group Reports		
12.00noon – 12.30pm	Presentation and Adoption of Conference Communique (Conclusions and Recommendations)		
12.30pm – 1.00pm	CLOSING CEREMONY		SESSION CHAIR:
	<ul style="list-style-type: none"> • Delegates Vote of Thanks • Invitation to the 32nd AAPAM Roundtable Conference by Host Country • Closing Statement by AAPAM President • Closing Address by the Minister for Public Service, Government of Kenya 		Mr. Titus M. Ndambuki , AAPAM Vice President for East Africa, Permanent Secretary, Ministry of State for Public Service, Government of Kenya

THANK YOU GOVERNMENT AND THE PEOPLE OF THE REPUBLIC OF KENYA.

ASANTE SANA.

PAST AAPAM ROUNDTABLE CONFERENCES (1978 – 2008)

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

AAPAM EXECUTIVE COMMITTEE MEMBERS

- Mr. Tlohang Sekhamane** – AAPAM President
Government Secretary
Head of Civil Service and Cabinet Secretary
Government of the Kingdom of Lesotho
- Mr. Joe Issachar** – AAPAM Deputy President
Head of Civil Service
Government of the Republic of Ghana
Ghana
- Ms. Amma Pepple** – AAPAM Vice President, West Africa
Head of the Civil Service of the Federation
Federal Republic of Nigeria
Nigeria
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President, AAPAM Cameroon
Republic of Cameroon
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Gender in Development Division
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Zambia
- Dr. Yolamu R. Barongo** – AAPAM Secretary General
AAPAM Secretariat
Nairobi, Kenya

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31st AAPAM ROUNDTABLE CONFERENCE**

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CO-CHAIRPERSON

Dr. Margaret Kobia, (Director, KIA)

MEMBERS

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Mr. Amos N. Gathecha (MoPAIS), Mr. Nicolas Iko, (KIA),
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RAPPOREUR GENERAL

Prof. Jide Balogun

RAPPOREURS

Mr. Stephen Luswati (MoSPS), Elizabeth Kibaki (PSR&PC), Mr. George Mukabi (PSC-K),
Simon G. Mwangi (MoSPS), Rachel Ngesa (KIA), Humphrey Mokaya (KIA)

ABBREVIATIONS

HRD - Human Resource Development
KIA - Kenya Institute of Administration
MoFA - Ministry of Foreign Affairs
MoPAIS - Ministry of State for Provincial Administration and Internal Security
MoSPS - Ministry of State for Public Service
NCC - Nairobi City Council
PSC - K - Public Service Commission of Kenya
PSR&PC - Public Sector Reforms and Performance Contracting
TSC - Teachers Service Commission

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The World Economic Crisis: Challenges to the African Public Administration Systems