

# African Association for Public Administration and Management (AAPAM)

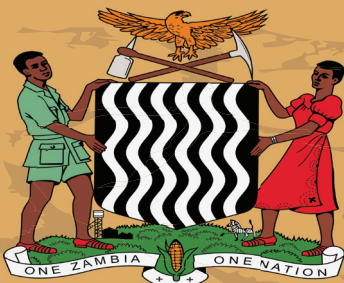
## PROCEEDINGS

### AAPAM 37<sup>th</sup> ROUNDTABLE CONFERENCE

Transforming Public Administration and Management in order to contribute towards the Agenda 2063 within the context of the Sustainable Development Goals



H.E. Edgar Lungu the President of the Republic of Zambia with some of AAPAM Executive members at the 37<sup>th</sup> Roundtable Conference in Lusaka, Zambia



Republic of Zambia

AFRICAN ASSOCIATION FOR  
PUBLIC ADMINISTRATION AND  
MANAGEMENT (AAPAM)



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





# Transforming Public Administration and Management in order to contribute towards the Agenda 2063 within the context of the Sustainable Development Goals

Report of the  
**37<sup>th</sup> Roundtable Conference of the African Association for Public Administration  
and Management (AAPAM)**

Hosted by  
**The Republic of Zambia**

29<sup>th</sup> February- 4<sup>th</sup> March, 2016

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# The African Association for Public Administration and Management (AAPAM)

## 37<sup>th</sup> Roundtable Conference Report

*Transforming Public Administration and Management (PAM) in order to contribute towards the Agenda 2063 within the context of the Sustainable Development Goals*

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# FOREWORD

The Government and the people of the Republic of Zambia, were delighted to host the African Association for Public Administration and Management (AAPAM) 37th Round-table Conference (RTC) from 29<sup>th</sup> February to 4<sup>th</sup> of March 2016 in Lusaka, Zambia. The theme of the conference was ***“Transforming Public Administration and Management to contribute towards the Agenda 2063 within the context of the Sustainable Development Goals”***. This was the second-time Zambia had hosted an AAPAM Annual Round-table conference. Zambia had earlier on in December 2005 hosted the 27<sup>th</sup> RTC in Livingstone.

The AAPAM conferences have been held annually for over thirty-seven years. The conferences are continental platforms to enhance knowledge, skills and experience of public administrators and managers through sharing of best practices. Consequently, the 37<sup>th</sup> RTC was premised on the need to empower public service actors at the local, national, continental and global arena to effectively drive the development agenda albeit from the public administration and management fronts. It is evident that public administration and management is the nerve center for realization of public operations and development.

While there could be differences amongst the operations of the public services in Africa, it is certain that all of them serve the populace. Service delivery is the core business of all governments. Essentially, all government services, products, policies, systems and resources are aimed at making the ordinary citizens' lives better. The African Union Agenda 2063 and the Global Sustainable Development Goals mirror this fundamental obligation. They both echo that development is about people, for the people, with people and by people. To this cause, the public administrators and managers are important actors who engineer the processes, procedures, policies, systems and all initiatives central to the improvement of the lives of citizens. To perform this cordial responsibility, the public administration and management in Africa must be transformed.

Africa is faced with a myriad of challenges like terrorism, climate change, transnational crimes, poverty, unemployment amongst others. Therefore, it is important for the public services to metamorphize towards fostering governments' capacity to deal with the past and present realities with a focus of sustaining the future. The 37<sup>th</sup> RTC accordingly offered a platform for building foundations to enhance change in the Africa's public service by facilitating the realization of the continental and global development agenda.

This report gives an insight to the proceedings of the conference. It highlights the conceptual and theoretical issues in transforming public administration and management regarding their contribution towards the achievement of Agenda 2063 and the SDGs. It also captures the voices and deliberations of presenters and delegates at the conference with an aim of sharing knowledge and skills to stimulate and encourage the stakeholders and managers in public administration to contribute towards the development of the continent. This report is certainly an important resource material to policy-makers, scholars and the general public.

**Dr. Roland Msiska**  
**AAPAM President**

# ACKNOWLEDGEMENTS

The African Association for Public Administration and Management (AAPAM) is sincerely grateful to the Government of the Republic of Zambia for hosting the 37<sup>th</sup> Annual Roundtable Conference. The Government of Zambia has continued to support AAPAM's mission of building capacity and promoting excellence in service delivery and development in the continent

We extend our special gratitude to Mr. Edgar Lungu, H.E the President of the Republic of Zambia for honoring us by presiding over the official opening ceremony. We further applaud the government of Zambia for its commitment and immense support towards the successful hosting of the conference. It was indeed an honor to record the presence of a sitting Head of State at an AAPAM conference.

AAPAM particularly appreciates Dr. Roland Msiska, AAPAM President and Cabinet Secretary, Republic of Zambia for his formidable support and leadership in the hosting of the 37<sup>th</sup> Annual Roundtable Conference. Special thanks to Mr. Ndashe Yumba, Permanent Secretary Cabinet Office, Zambia and the entire Zambia National Organizing Committee (NOC) for a job excellently done.

AAPAM acknowledges Mr. Abdon Jok Nhial, former President of AAPAM and Secretary General to the Government of South Sudan for his continued support and full participation in the conference.

Further, we applaud all our chairpersons, speakers, presenters and other resource persons who willingly and excellently chaired, presented and participated in the conference. Your support and thought provoking presentations are deeply appreciated.

We are grateful to Dr. Mataywa Busieka, Rapporteur General and all the rapporteurs for comprehensively compiling the conference proceedings.

Special appreciation also goes to our partners, the Governments of African States, the African Union, the United Nations Department of Economic and Social Affairs (UNDESA), Microsoft Eastern and Southern Africa, United Nations Economic Commission for Africa (UNECA), Huawei Technologies-Zambia Ltd, ZTE Corporation-Zambia, Standard Chartered Bank-Zambia, Eastern and Southern African Management Institute (ESAMI), Institute of Public Administration Canada, (IPAC), Deloitte East Africa, Institute of International Administrative Sciences (IIAS), Africa Cabinet Government Network (ACGN) and all our other partners for their support and commitment.

AAPAM acknowledges the presence and participation of all the delegates. We fully recognise all the senior government officials including Ministers/Cabinet Secretaries, Heads of Civil/ Public service, Commissions and Parastatal, Heads of Civil/Public Service, Permanent/ Principal Secretaries, Governors/Mayors and Chief Executive officers who attended the conference.

We highly appreciate and are grateful to all our service providers, AAPAM Executive Committee, Council and Secretariat, and all who supported, facilitated or promoted the successful hosting of 37<sup>th</sup> Round-table conference.

**G.K. Scott**  
**Secretary General**

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# CHAPTER 1

## OFFICIAL OPENING AND WELCOME

**Dr. Roland Msiska, AAPAM President and Cabinet Secretary to Government of Zambia** welcomed delegates to Lusaka, Zambia. He paid special tribute to H.E. Mr. Edgar Lungu, the President of Zambia for taking time off his busy schedule to grace the Roundtable Conference with his presence. He acknowledged the presence of distinguished guests especially Ministers, heads of departments and senior officials representing international organizations noting that Zambia was indeed honoured to host the AAPAM 37<sup>th</sup> Roundtable Conference ten years after the first hosting. He conveyed special gratitude to African governments that continue to support AAPAM.

Dr. Msiska recognized that the Roundtable Conference presented a veritable platform for invaluable information sharing and promoting best practice, excellence and professionalism. He revealed that the Executive Committee of AAPAM had agreed to adopt the theme of Transforming public administration and management for the next three years given the centrality of public administration in the realization of Africa's Agenda 2063 and the Sustainable Development Goals (SDGs). He reported that AAPAM collaborates with other stakeholders for capacity building initiatives around the continent and that African governments should take advantage of such workshops to continuously re-skill the administration. He admitted that even though AAPAM has made significant strides in fulfilling its mandate there were challenges, the most critical one being that over time member country subvention continue to diminish. He then invited H.E. Mr. Lungu, the President of Zambia, to address the gathering and formally open the Conference.

In his opening address, **His Excellency, Mr. Edgar C. Lungu, President of Zambia**, formally welcomed delegates to Lusaka, Zambia. He reminded delegates of the importance of Lusaka to the Liberation struggle in Southern Africa. He thanked the AAPAM management for according the Zambian people another opportunity to convene the Roundtable Conference. He stressed that Zambia attached great importance to AAPAM as a progressive organization that contributes significantly to the development of Africa. He reflected that public administration is an important cornerstone for delivery of public services but that this is only possible when public servants and managers embrace ideals of professionalism and efficiency. He acknowledged that AAPAM and other similar organizations have a huge task to improve skills and even though the gravity of this challenge is significant he expressed confidence that AAPAM can and should deliver on this mandate. He observed that the popularity of AAPAM is evidenced by the increasing numbers of delegates at each successive Roundtable Conference.

The President noted the appropriateness of the Conference theme which he said came in the context of the adoption of Africa's Agenda 2063 and the UN SDGs. He challenged delegates to

take cognizance of the ideal of Pan-Africanism during their deliberations to reflect a continent of good governance, human rights and rule of law. He also encouraged member states to join Zambia and other countries that have acceded to the African Charter on Values and Principles of Public Service and Administration. The Charter which was adopted by the African Union in 2011 which essentially seeks to promote accountability, integrity, transparency, effective and efficient use of public resources. He also challenged AAPAM to advocate accession to the Charter as a tool for transformation of the public service. He lamented that the public administration is faced with challenges of inadequate ethical and transformational leaders a gap that must be addressed for Africa to achieve the goals of Agenda 2063. Even though learning from outside is useful, he counselled, African solutions are required so long as countries avoid the wasteful exercise of reinventing the wheel. He further encouraged African countries to reach out and utilize the untapped resources from Africans in the diaspora.

The President encouraged governments to leverage use of Information Communication technology (ICT) to increase access to public services and eliminate urban to rural divide adding for good measure that direct and sustained changes require transformational and visionary leadership to switch from merely following rules and systems to consciously innovate. Formation of partnerships was also highlighted as an important approach to improve scale and quality of public services. He was happy to note that some of AAPAM's partners already embrace partnership approaches. He reiterated that given the present challenges, fundamental transformation is no longer a matter of choice hence challenged the conference to come up with responses to meet the needs and aspirations of African people. He implored AAPAM to fully utilize Management Development Institutes (MDIs) to build capacity to realize the objectives of a developmental state. He concluded that Africa needs strong institutions to safeguard democratic gains and ensure citizens participate in governance. He invited guests to visit tourist attractions around the country to experience the hospitality of the Zambian people.

## **Keynote Address**

**Presenter: Said Adejumbi (Prof):** Director Southern Region, United Nations Economic Commission for Africa (UNECA)

**Topic: Developmental State, Smart Public Service and Agenda 2063: Towards the Africa that we Want**

Prof. Adejumbi opened his keynote conversation by expressing gratitude to AAPAM for facilitating a platform for information sharing noting that without scientific associations robust knowledge exchange would be dead. He called on governments and all stakeholders to support these scientific institutions. He gave a historical perspective to Africa's development noting that decades of authoritarian rule failed to produce development but rather, impoverished people. He stressed that nation building must draw from internal synergies as well as evolutionary and cumulative processes based on cultural and national values. In explaining why Africa has failed to take off economically, Prof. Adejumbi pointed out the loss of policy space and external engineering due to structural adjustment, as some of the reasons for economic regression, which he labelled the lost decade. He lamented the fact that Africa was unable to govern itself but rather relied on externally engineered policies, which often led to retrenchments, to meet market demands, further deepening poverty.

Prof. Adejumbi decried the fact that the Africa reform process paid little attention to bureaucratic efficiency, professionalism, innovation and creativity. In questioning the rationale for introducing market principles, he contended that the public service machinery could not be equated with the market. He observed that, as the human capacity of the African public administration diminished, the Asian countries invested immensely in human resources capital, which energized the growth trajectory towards developmental goals. He expressed the view that even though Africa is now eulogized as a continent of hope, in qualitative sense, Africa had not made progress at all since the standards of living remain low.

In closing, Prof. Adejumbi pressed for a radical transformation of the Agricultural sector to move from inefficient methods of production to modernized farming options. He added that, Africa needed to run and jump at the same time, noting that Agenda 2063 provided a chance to achieve tangible results, since previous blue prints did not optimally realize development objectives. He clarified that a development oriented state was not a regime type, but a rather, a relationship between systems, processes and institutions. This approach to a developmental democratic state, he cautioned, imposed an obligation for African countries to design effective instruments to achieve the goal of industrialization. This he conceded, resided with visionary leadership, strong bureaucracy and a workable framework of development planning.

## MESSAGES OF SOLIDARY

**Dr. John-Mary Kauzya** delivered a message and greetings from the United Nations Department of Economic and Social Affairs (UNDESA). He expressed gratitude to the President and people of Zambia for hosting the conference and commended the President of AAPAM for the longstanding existing cordial relations with UNDESA. He assured that UNDESA shared the same concerns with AAPAM in as far as implementation of Agenda 2063 and the SDGs was concerned, noting that it was pleasant to know that AAPAM had already picked up the challenge of popularizing the implementation of Agenda 2063, which projected an optimistic view. He expressed confidence that Africa had over time established a strong foundation, on which to build and take off economically. He looked forward to fruitful discussions and finally appreciated the hospitality of the Zambian people.

**Prof. Bonard Mwape** conveyed a message of solidarity on behalf of the Eastern and Southern Africa Management Institute (ESAMI). He expressed his profound appreciation and admiration for the wonderful work AAPAM was doing in Africa. He explained that in 1997 ESAMI was designated by the UN as a center of excellence in public administration and had since established several satellite centers across Africa. He committed that ESAMI was ready and willing to support the capacity building endeavors of AAPAM to realize the developmental state objectives for African countries. He thanked AAPAM and the Government of Zambia for facilitating the information sharing platform. In his parting shot, he noted that weak public administration would not lead to transformation but rather, public administration ought to become an efficient and effective vehicle for service delivery, further noting that history had proven that, with an effective public service all developmental efforts were possible.

**Dr. Ernest S.A. Surrur** represented his country Sierra Leone and the Council of Africa Cabinet Secretaries. He reminded delegates that AAPAM was founded in 1971 in Free Town, and in 1978 AAPAM had its first Roundtable Conference in the same town, he went on to thank AAPAM pioneers like former Tanzanian President Julius Nyerere and the later Dr Robert Ouko from Kenya for the sterling work in blossoming the Roundtable idea. He rendered special appreciation to the President of AAPAM and former President, whom he said had contributed immensely to nurturing the fledgling initiative. He reported that the Council of Africa Cabinet Secretaries, which he led was a very young organization committed to Pan-Africanism peer support, and was an important network for Africans to learn from each other. He explained that Cabinet Secretaries were there to ensure good policies. The network had held a successful Roundtable Conference and two successful capacity building workshops and was looking forward to partnering with AAPAM.

**Mr. Amr Kamel** represented Microsoft which was proud to collaborate with AAPAM and the Government of Zambia to enhance service delivery. He pointed out that technology brought about transparency rendering public service to be more people centred. This is reason behind Microsoft's resolve to empower people on the continent to realize their full potential. He revealed that Microsoft facilitates world class skills development and had played a critical role in Public Private Partnerships (PPPs) which are essential to unlocking solutions and identifying best practices. In 2013, the company launched "city next": a people centred initiative to help cities to meet communities' changing needs. He stressed that, in this time and age, transformation was not a choice or luxury but that locally empowered resources would open up Africa to the rest of the world. Microsoft stands ready to work with Africa to tell its story and develop innovative solutions relevant to its environment. He concluded that, the power of ICT, if well harnessed would increase accountability, transparency and fight corruption which is key to a transformed public administration.

**Dr. Steve Troupin** thanked AAPAM for the invitation extended to the International Institute for Administrative Sciences (IIAS). He explained what IIAS was and what its core values were. He agreed that the conference theme was relevant since the SDGs had great value for development as the goals carried public administration features that were key to its success. He revealed that the IIAS conference in China would focus on the same theme. He then explained some of the recent products that IIAS had developed and invited delegates to participate in any of its projects.

**Mr. Simon Bradford** expressed gratitude to the opportunity AAPAM had offered for Deloitte to share and showcase a range of products that are critical to the transformation of the African public administration. Deloitte was fully supportive of and entirely endorsed the objective of the conference which is an important step towards making the 2063 vision a reality. He explained that Deloitte, mainly focused on risk management, since it is critical that all players in the economy know and are aware of risks and how to manage them. Business, he said, had plenty of choices on what customers to serve, however, government does not enjoy this luxury since it has to provide impartial services to all. Protecting and caring for the needs of citizenry in the face of unmatched public scrutiny is an important challenge. He encouraged governments to incorporate risk management in all its plans since this was the only way to ensure efficient use of tax payer's money. Deloitte appreciated the challenges African governments face and are ready and willing to partner with governments to find workable solutions. He thanked AAPAM and the Government of Zambia for hosting the conference where delegates share their aspirations and committed that Deloitte fully supports Agenda 2063 and other development programs.

# CHAPTER 2

## **SUMMARY OF PRESENTATIONS & DISCUSSIONS**

### **SUB-THEME: TRANSFORMATIONAL LEADERSHIP IN AFRICAN PUBLIC SERVICES**

**Prof. Dazydelian L. Banda**, Eastern and Southern African Management Institute (ESAMI)

**Topic: Transforming Public Administration and Management in Africa**

Prof. Banda commenced by sketching the background and context of transformational leadership. He then differentiated between transformational and transactional leadership and outlined four aspects of transformational leadership. The input highlighted the importance of transformational leadership in the efficiency and effectiveness of the African Public Service which was based on case studies conducted in Kenya, Ethiopia and South Africa. The outcome of the study indicated that a number of Public Service leaders lacked knowledge, skills and competencies to become transformational leaders. The contribution challenged public administration leaders to acquire knowledge, skills and competencies in strategic thinking, scenario analysis, managing performance and productivity, and managing organizational change to become transformational leaders.

### **Discussions, Observations and Responses**

Discussions on this sub-theme acknowledged that organizational culture which included the values and customs of the people, had to be incorporated in the process of transformation. This was in response to an inquiry on how customs and traditions including witchcraft had been considered to ensure that there was no conflict with the principles of transformational leadership. There was also need to appreciate that we live in a globalized world and impacted by what happened globally. In order to hold people accountable for productivity and results, the Balanced Score Card (BSC) could be a useful tool at different levels of the organization. It was clarified that the case studies presented, considered leadership at every supervisory level and the methodologies used in the study were outlined in the detailed paper. The contribution also ventured some suggestions on how to institutionalise a performance culture in the public administration.

**Dr. Ludeki Chweya**, Director General Kenya School of Government (KSG) and **Mr. Humprey Mokaya**, Senior lecturer, Kenya School of Government (KSG)

**Topic: Invitation of Public Service Transformational Leadership: Agenda to the Agency-Structure Debate**

Dr. Chweya and Mr. Mokaya outlined the importance of leadership in overcoming poverty, fulfilling expectations of social and economic transformation, establishing and maintaining peace, security and social stability. The input presented and explained two leadership types namely: predatory and superintending leadership. Some strategies for transformational leadership were, public service reforms and training. Interests of political leaders, civil servants and the public should take prominence over structures, systems, procedures and technology. The authors pointed out that successful reforms required changes in organizational culture, consideration of social context and significance of indigenous knowledge.

The presenters opined that constraints in Public Service reforms were not necessarily structural, as structures are necessary for enforcing administrative rules and regulations, values, rituals and codes of ethics or conduct. The authors argued that despite leadership and management training programmes being offered in the continent, there was still lack of transformation in the African Public Service. They however conceded that Africa had embraced transformational leadership with some positive results but this was hampered more by structural rather than agency issues. They concluded that transformational leadership should be assessed on the criteria of innovations, efficiency, effectiveness and productivity for national development.

## **Discussions, Observations and Responses**

Delegates faulted the input for its failure to highlight the dangers of a transformational leader being succeeded by a transactional leader. Some delegates expressed the view that a mix of leadership skills was required to suit each context rather than devising one leadership type. Delegates acknowledged the challenge of inculcating and sustaining values of transformational leadership in the organization regardless of who was in charge. It was resolved that training in transformational leadership would be applicable to both Political and Public Service leaders as well as training in strategic planning. Structures and agents should be considered together as they impact on each other, hence the term 'structuration' in the presentation.

Lessons could be learned from Nelson Mandela, Mahatma Gandhi and Martin Luther whose aspirations for change were not hindered by environments. This view was countered by the caveat of expecting a super-hero to single-handedly bring about positive change. The need for institutional reform and galvanising a critical mass of players cannot be overemphasized. There was need for everyone to be transformed in the public service, starting with oneself. The importance of leadership succession was emphasized, without which gains from transformational leadership would be lost. Change cannot be achieved by a leader alone hence the need for a shared vision and application of appropriate leadership styles to achieve change. The discussion was concluded on the need to further interrogate tenets of transformational leadership.

**Mr. Bacha Kebede Debela**, Ambo University, Ethiopia and **Dr Steve Troupin**, KU Leuven University, Belgium

**Topic: Managing Performance in Ethiopian Municipalities: Analysis of Technical Efficiency of Urban Water Services in Oromia**

Mr. Debela presented an input on *'Ethiopian Municipalities Case Study'*. The study was based on the rationale that ensuring access to drinking water remained a global agenda. Ethiopia had recognized the importance of access to clean drinking water and that decentralization was the basis for delivery of services to the local government since the 1980s. However, the study on the local government's performance was scarce and available studies do not offer actionable knowledge to balance accountability and performance. The case study drew a number of conclusions among others that, longitudinal data was useful in identifying feasible peers and robustness of performance overtime and second level frontier provided an opportunity to improve performance and accountability.

**Discussions, Observations and Responses**

In discussing the Ethiopian municipalities' case study, delegates observed that, the paper concentrated more on water quality at the expense of water quantity, however it was noted that provision of sufficient quantities of water remained a major challenge for the majority of people in Ethiopia. It was acknowledged that quantity and accessibility were important aspects which were addressed in the discussion on performance indicators for the 29 municipalities. Regarding the issue of how water becomes an economic good from a social good, it was clarified that the UN regarded water as both a social and economic good. It was stated that, sustainability and equitability were key, therefore, the cost element could not be overlooked. Clarity was sought on the roles of the central and decentralized structures in water supply. The central would be responsible for coordination, policy formulation, regulation and target setting while the decentralized structures would be directly involved in service delivery.

## **SUB-THEME: THE ROLE OF PUBLIC AND OTHER STAKEHOLDERS IN TRANSFORMING THE AFRICAN PUBLIC ADMINISTRATION AND MANAGEMENT**

**Dr. Fayza Mahmoud Abd El Aal Afifi**, Central Agency for Organization and Administration  
Egypt

### **Topic: The Transformation of Public Administration and Management (PAM) to Contribute Towards the African Union 2063 Agenda**

Dr. Abd El Aal Afifi in her input identified and explained what she called as key elements for attaining the African Union Agenda 2063. These she said were, re-engineering and modernization of fiscal administration at the local level and service delivery; promotion of civil society participation in the development process; strengthening the policy formulation and monitoring the process; and establishing performance standards. She argued for government services to be made available to the citizens through e-governance in order to reduce corruption in government. E-governance, she added, would help public administrators acquire new skills for effective and efficient service delivery. She concluded that transformational leadership is a fundamental requirement to improving service delivery.

### **Discussions, Observations and Responses**

The feedback from delegates centred around the debate whether the African Public Service had transformational leadership or transformational leaders. It was noted that transformational leadership was a process. Further debate was on whether transformational leaders were born or made and how they were nurtured. It was submitted that leadership should start in the home and that Africa needed to introduce values and integrity in the school system in order to develop transformational leaders that could later join politics or public administration. Emphasis was placed on cultural change as key in transformational leadership and it was resolved that the issue of culture be revisited and not underplayed. Delegates noted that while role models from other continents were appreciated there was need for AAPAM to write stories of African public servants. There was need to harmonize the 2030 Agenda and Agenda 2063 with national development plans.

**Mr. Atolagbe Alege Gambari**, Administrative Staff College of Nigeria (ASCON)

### **Topic: The Essence of Transformational Leadership in Achieving State Capability**

Mr. Gambari's input dealt with the relevance of transformational leadership in public service delivery. A transformed public administration and management was important in identifying the need for change and improved service delivery. Transformational leadership inspires, empowers, and stimulates followers to exceed normal levels of performance. Transformational leaders are purpose driven, people driven, inspirational and innovative and lead and work

with complex work groups and organizations. Therefore, bold, decisive and transformational initiatives are necessary to meet the complex current and future challenges of the states. The presentation highlighted Africa's role in dealing with cross-cutting issues as part of a global community, in improving people's lives. This has jointly been done through developing national visions, signing Declarations, Treaties, Agreements, Millennium Development Goals (MDGs), among others.

Mr. Gambari pointed out that Africa, under the auspices of the African Union (AU), established Agenda 2063 to specifically promote and improve people's lives. Transformational leadership had been identified as one of the efficient and effective leadership styles to achieve Agenda 2063 and the SDGs. He reported that research undertaken showed that transformational leadership had proved to be the best tool in comparison to other leadership styles such as transactional or laissez faire. Transformational leadership needs strategic patience, persistence to change subordinates' mind-sets, passion, charisma, integrity, honesty, empathy and the ability to motivate others. It also requires change in cultural values. He concluded that transformational leadership should be used to achieve state capability in line with Agendas 2063 and 2030 by conducting a situational analysis of systems, structures and culture; intensive leadership capacity development; competence and merit based recruitments and promotions; and effective monitoring and evaluation at implementation levels.

## **Discussions, Observations and Responses**

The feedback discussion centred on the need to focus servant and collective leadership alongside transformational leadership. The input was criticised for failure to provide a collection of specific traits of a good leader and a bad leader. Delegates sought clarification on whether transformational leadership in the public service could be discussed without reference to political leadership. However, public administration should not be discussed without reference to the external environment which includes the political leadership. It was observed that success attributed to past leaders must also be attributed to people that worked with them to achieve it. Delegates cautioned that African states needed to be realistic with which aspirations of Agenda 2063 they could achieve, for example aspiration No. 4 "by 2020 all guns will be silent" was not realistic.

Delegates expressed the view that transformational leadership should focus on building the whole state capability not only individual capability. Delegates highlighted the need to appreciate benefits achieved from transactional leadership too. Interest was expressed on how knowledge on transformational leadership was being communicated and whether transformational training programmes were beneficial to transforming the public service. For some delegates transformational leadership was considered foreign as there were no contributions from African scholars to the body of knowledge on the subject. Caution was raised against discussing Africa as one country without consideration of each country's unique characteristics. It was emphasized that African countries needed to learn from their successes in transformational leadership and service delivery and benchmark from each other.

## **SUB-THEME: ICT IN PUBLIC ADMINISTRATION AND MANAGEMENT**

**Dr. John-Mary Kauzya**, United Nations Department of Economic and Social Affairs (UNDESA)

**Topic: Comprehensive Public Service Transformation in Africa for effective integrated Implementation Of The 2030 Agenda For Sustainable Development: Learning From Experiences Elsewhere**

Dr. Kauzya stressed on Africa's need for change in order to successfully implement the 2030 SDG Agenda. Implementation of the 2030 Agenda needs drastic and comprehensive changes, development of public service capacities and capabilities in order to achieve sustainable development. This plan is intended for the people, the survival of planet earth, prosperity, peace and freedom as well as partnership and poverty eradication. He opined that Africa's challenges in implementing this Agenda will vary according to the socio-politico-economic conditions of each country and level of development. As such, every government must be equipped with adequate comprehensive capacities that ensure the delivery of public services.

Dr. Kauzya reflected that a capable public service is critical to the implementation of the 2030 Agenda for achieving the Sustainable Development Goals (SDGs). The reality however, is that many African governments still fall short of requisite capacities for effective delivery of public services. Transformation in the African Public Service required a combination of the on-going reforms, integration, openness, citizen focus, creativity, innovation, information and communication technologies, public value and focus on outcomes. He concluded that there was need for Africa's public service to adopt a multi-pronged public service leadership with bureaucratic, transactional and transformational leadership being in the mix.

### **Discussions, Observations and Responses**

Plenary discussions revealed the recurring theme of inadequate capacity in the public service. Delegates expressed concern over how the public service had not done well in building capacity even when resources were available. The paradox was that high GDP growth is recorded in some African countries but progress on poverty reduction was poor hence the need for more fundamental rethinking of best practices in economic management such as a paradigm shift from traditional planning to scenario planning. Delegates observed that the missing link in reforms was the inadequate focus on performance management as well as poor time management. Other weaknesses observed were failure by supervisors to demand results from their staff and rent seeking behaviour (corruption). Weak institutions contributed greatly to poor performance of the public service. The public service needed to sacrifice more than anyone else in order to do the best for the people.

**Mr. Seleshi Bekele Awulachew**, United Nations Department of Economic and Social Affairs (UNDESA)

**Topic: Integrated Public Sector Planning for the implementation of the 2030 Agenda for Sustainable Development: Lessons learned from UNDESA support to Developing countries**

Mr. Awulachew defined sustainable development, emphasizing the need to balance social, economic and environmental dimensions, with inclusion of peace and security. The Rio 1992 'Earth Summit' was the most important UN summit on environmental issues, where World leaders Rio +20 discussed the two parallel processes which were later combined into one holistic goal under the 2030 Agenda of SDGs. SDGs were endorsed in September, 2015 with 17 goals for the period 2016 – 2030. The SDGs cover the entire spectrum of national development goals such as eradicating poverty and hunger everywhere, among others.

Mr. Awulachew explained that policy integration in the SDGs with its 169 targets helps to balance competing priorities; missing links; positive spill over effects; and win-win benefits. He added that UNDESA also provided support to member states to integrate SDGs into their national planning. UNDESA has therefore recommended institutional reforms to support national planning capacity. Seven countries, namely: (Belize, Costa Rica, Ethiopia, Honduras, Togo, Uganda and Vietnam) were piloted for SDGs mainstreaming in national planning.

## **Discussions, Observations and Responses**

Delegates agreed that capacity building should be given priority and officers afforded ample space to innovate and move institutional reforms forward. Thailand was cited as a shining example of a country with strong service institutions despite frequent coups. Delegates also emphasized the importance of peace in service delivery. Ethics was equally important to develop a nation as corruption was inimical to development initiatives. It was noted that access to and provision of good quality education for citizens was important. It was pointed out that politics was part of the governance framework within which the public service operated and hence the need for collaboration. The ethos of public service is to serve the public and corruption in the administration should be eradicated.

Delegates expressed concern over the public service being too internally focused on reforms at the expense of service delivery. The Agenda 2030 is intended to help improve Public Service performance by mainstreaming SDGs into national planning. The higher one goes in the public service rank, the more politically aware they become. It was recognized that in the spirit of collaborative governance, politicians ought to get involved in policy implementation matters. In the whole process of transformation, attention is often paid to the efficiency aspects and leaves out the ethos of public service. Delegates appreciated that Goal 16 talks of dealing with all forms of corruption and enhancing efficiency in public administration.

## **SUB-THEME: THE ROLE OF PUBLIC PRIVATE PARTNERSHIPS IN TRANSFORMING THE AFRICAN PUBLIC ADMINISTRATION AND MANAGEMENT**

**Mr. Kelvin Esiasa, Zambia Society for Public Administration, Zambia**

### **Topic: Engaging Chief Executive Officers as an Effective Strategy to Promote Service Excellence in Public Institutions**

Mr. Esiasa highlighted activities of the Zambia Society for Public Administration (ZSPA) in engaging Chief Executive Officers (CEOs) in both the public and private sectors, and the media, in promoting service excellence in public institutions in Zambia. Targeting CEOs was premised on an organizational success beginning and ending with CEOs. The Society organized breakfast meetings, CEO Roundtable Discussions, International Conferences and Public Service Excellence Awards to provide platforms for CEOs to interact and share ideas and experiences. ZSPA then extended an invitation to interested parties noting that membership was open to whoever had an interest to advance Public Administration including students, researchers, practitioners, advocates and NGOs.

**Dr. Zarrouk Najat, United Nations Committee of Experts on Public Administration Member, Morocco**

### **Topic: How to Become a Good Civil Servant, Honest, Committed, Ethical, Professional, Innovative, and Dedicated to Serve Citizens**

The presentation focused on the values and principles of a good civil servant, which are premised on good education; discipline; educational training system based on quality and professionalism; and developing and strengthening of knowledge; abilities; capacities; competencies and skills; experience; esteem; and respect for others. The necessary conditions to building a corps of good civil servants included among others, merit based recruitment criteria; equal opportunities; transparency; ethics and integrity; sharing of culture and values; and good and appropriate conditions at workplace. The presentation also highlighted the duties, the roles and responsibilities, such as remaining faithful, leading by example, having empathy, promoting innovation, performance and excellence in the public service among others.

## **Discussions, Observations and Responses**

On the question of whether Africa had good civil servants, it was clarified that in order to transform Africa there was need to look within the public service and not outside, or counting on one person to implement the Agenda. Delegates deliberated on how leaders could eliminate bad behaviour by being professional, modest, humble, humane and understanding. Some delegates questioned the proposition of a perfection in the administration when public

servants were not angels. It was acknowledged that public servants operated in a difficult environment with their political superiors but it was important and possible to remain professional. Other responses clarified that the push for values and ethics did not denote perfection but rather a call to public servants to aspire to the best they can be.

## **SUB-THEME: PUBLIC PRIVATE PARTNERSHIPS TO TRANSFORM PUBLIC ADMINISTRATION**

**Mr. Robin Wright**, Director of the Cybersecurity Global Practice for Europe, Middle East & Africa and Asia, Microsoft & Cybersecurity & Digital Crimes Unit

Mr. Wright averred that in the spectrum of a changing world, new security assurances were needed as Information Technology attacks were on the rise. He explained that attackers can leverage same trends that create new technology to create threats, making systems more vulnerable. There incidences, he explained, where governments conducted cyber-attacks, condoned it, or puts little effort into stopping it. In today's world, there is an immense opportunity for enterprises to drive business value from digital transformation across mobile, social, insights and cloud technology. He cautioned however, that opportunities for threats also increases as new channels opened security vulnerabilities. As the stakes rise and hackers become more sophisticated, the new value generated in today's digital world can be quickly diminished as a result of a security breach.

According to Mr. Wright, security and privacy in today's enterprise was not just an IT issue but rather a business issue. The implications of a security breach reached far beyond the costs of fixing the security problem. The business-level implications that can threaten a company's position in the market include loss in customer loyalty, brand reputation, intellectual property (IP), market share, profits, and revenue, not to mention huge legal liabilities and job loss. As technology becomes a core part of business today, security needs to be embedded in an enterprise's strategy and culture. He concluded by urging governments to conduct periodic risk assessments and devise measures to ensure that their information is secure from possible attacks or any other possible security breaches.

**Mr. Marius Herman**, Advocate Digital Crime Unit Middle East & Africa Service Delivery Model

Mr. Haman revealed that the public service was not exempted from cyber-crime, this is therefore an issue public administrators ought to take note of and work on in their respective portfolios. He added that there was an estimated 200 median number of days attackers are present on a victim's network before detection and 140 estimated number of countries developing cyber weapons. He reported that the impact of cyber-attacks could be as much as \$3 trillion in lost productivity and growth with \$3.5m average cost of a data breach to a company (15% YoY increase).

Mr. Herman described one scenario of cyber-crime risks where individuals and/or enterprise organizations expose their networks and devices to digital risk when they deploy and use any non-genuine software. Cyber-crime risks can include, but are not limited to, compromised IT security, increased exposure to malware and increased costs. He presented shocking statistics that showed that an estimated 27% of employees installed their own software on work PCs, and that results in nearly 20% of the pirated software in enterprises. Enterprises will spend \$127 billion in dealing with security issues as a result of malware associated with pirated software. Enterprises will spend an additional \$364 billion dealing with data breaches that occur because of Malware associated with pirated software. He concluded by assuring the conference that Microsoft is committed to working with the public service in sharing data insights, processes and recommendations that can reduce customer's exposure to risks.

**Mr. Joel Gachomo, Southern Africa Regional Director for Techno Brain Group, Microsoft**  
**Topic: Smart Serve Empowered Citizens**

Mr. Gachomo presented Smart Serve, a product developed by Techno Brain that aim at transforming the public service delivery by providing citizens access to various information from One Stop Shop citizen service centres called Smart Serve Centres. These Centres use an integrated technology platform. He presented Smart Serve as an opportunity that provides efficient government services at the convenience of the citizen. Smart Serve uses a 'one stop shop' approach in reforming service delivery by governments. According to the presenter, Smart Serve involve amalgamating related services within one building, possibly on the same floor, effectively making it possible for service seekers to access it conveniently.

Mr. Gachomo explained further that Smart Serve innovations contain all government service, create interfaces between departments and facilitate payments for services rendered to the public. He outlined the benefits of the Smart Serve innovation to the government as revenue growth; true citizen sentiment analysis; proactive citizen engagement; increased citizen loyalty; transparency and accountability; and winning citizen trust. He concluded that the benefits of the Smart Serve trickles down to the citizens and were highlighted as: easy access and assurance to services; cost and time saving; last-mile reach of benefits; and emotional mind shift to engage with Government.

## **Discussions, Observations and Responses**

A robust discussion was generated by remarks that the next global war will possibly be fought in the cyber space. Participants agreed that there are indeed positive developments and marked advancement in use of technology, be it on the positive or negative side. Concerns were raised on safety of applying technology in government business operations. There are, for example, volumes of data and information produced and disseminated by various technological platforms and these need to be translated into useful information contributing

to countries' development processes. It was recommended that government should ensure that there are strong laws as well as clear regulatory frameworks on data protection. It was further suggested that governments should invest in technology, engage with Microsoft and other private companies to fix technology related challenges.

Additional suggestions were made that governments should explore opportunities available for storing data in the Cloud, ensure data safety regardless of where it is stored and assess their current level of protection. Further, comments were made on the need to integrate data and information particularly on individuals to avoid duplication, facilitate analysis of information and improve data governance. Public service institutions were advised to position ICT in the right place and provide enough budget for initiating ICT projects in collaboration with development partners and the private sector.

## **SUB-THEME: THE NEXUS BETWEEN GOVERNANCE AND TRANSFORMATION OF PUBLIC ADMINISTRATION AND MANAGEMENT IN AFRICA- CONCEPTUAL PIECE (CASE STUDY)**

**Dr. Tunji Olaopa, United Nations, Economic Commission for Africa, Nigeria**

Dr. Olaopa prefaced his input by highlighting the experiences of the Africa reform agenda. The paper walked delegates through critical reform emphases in Africa providing conceptual clarification, the context for Public Administration and Management (PAM) in Africa, taking three generations of public administration in Africa and approaches in Strategies for Reform Programme Implementations. He reported that from the 1970s countries implemented national development planning and the Structural Adjustment Programmes (SAPs) to the 80s. Afterwards countries struggled to build market based economies through privatisation and failed to focus on macroeconomic stability. Their economic growth was not inclusive. It was constrained by poverty, rapid population growth, urbanization and high unemployment. He added that in the 1<sup>st</sup> decade of the 21<sup>st</sup> century, a narrative of 'Africa Rising' gained currency in the development community as South Saharan Africa recorded rising GDP growth, good governance, political liberalization and democratic consolidation. By 2011, commodity prices stumbled and finally slumped in 2015 leading to another crisis.

Dr. Olaopa opined that after the commodity slump, there was need for innovative thinking and creativity in administration, governance and the economy. However, public service reforms were criticised for firstly, targeting human resource downsizing, leaving underpaid and poorly motivated workers to take on additional work. He advised that a balance should be struck between affordable civil service and a competent one required to augment development goals. Reform failure was attributed to implementation being relegated to lower levels without accountability from the top and lack of ownership. He concluded by noting that one of the major lessons learned is that public service reform is long-term and process-driven, requiring balance of political, technocratic and administrative leadership and deep-seated changes.

Dr. Olaopa also presented an input that examined the African reform initiative in comparative perspective. This input discussed reforms in New Zealand, the UK, Malaysia, India and Brazil and in Africa: Ghana, South Africa, Nigeria, Tanzania and Mauritius. Reforms in New Zealand were triggered by the economic crisis which touched all sectors of the economy. It was a literal privatization of the public sector taking on a very legalistic form with all reforms having a legal framework like South Africa. For example, Permanent Secretaries had performance contracts that were legally binding. In the Nigeria's case, the major trigger for reforms was continuous learning from past experiences. The reforms took two years to develop together with an implementation strategy that was first piloted. The emphasis of the reforms was on critical institutional changes, consolidation of some service-wide changes, and installation of performance-oriented management systems, restoring professionalism, merit, competence and client focus.

Dr. Olaopa advised that lessons can be learned from Singapore where performance management is based on regular training-based assessment and examination on which Current Estimated Potentials (CEP) of every staff is projected, as well Malaysia where on appearing for promotion, a few things can happen: an officer, can be stagnated, due to unsatisfactory performance; progress normally with satisfactory performance; could be promoted to next level for good performance and; given accelerated promotion as reward for excellent performance or innovative contribution.

## **Discussions, Observations and Responses**

Delegated contributed that the one reason for reforms in newly independent African states was to meet their developmental needs. Delegates discussed how best to improve their Performance Management Systems (PMS) and that annual performance appraisals were created for a specific period and should have evolved to more recent models of performance assessment. There was need to make Human Resource Managers strategic partners, introduce alternative assessments such as monthly or quarterly assessments and 360 degree peer reviews. PMS must be robust with promotional examinations as part of the assessment. Delegates stressed the need for capacity building, coaching and mentoring in PMS. Use of the Balanced Scorecard though very rigorous and expensive to implement, should be an option.

In responding to the feedback, Dr. Olaopa explained that Africa's developmental struggles were possibly attributable to the 'geography theory' which stated that the friendly climate in Africa made people unproductive or not innovative; outdated thinking models of 'a strong man theory' such as a Mandela or a Nyerere; and weak institutions. The other theory that has been postulated to explain Africa's dire poverty situation is the cultural theory which considers some of Africa's values to be wasteful as contrasted with the western cultures that emphasise prudence in management of resources. National development should be based on building value based institutions focused on development and meritorious Public Service

appointments. Reform implementation challenges included under-capacity utilization; inadequate or no funding for programmes; centralized recruitment of civil servants; and poor work culture. Another challenge was the lack of funding for training of public servants in required competences which resulted in hiring consultants at prohibitive costs.

## **SPECIALISED PARALLEL SESSIONS**

### **Africa Public Sector Human Resource Managers' Network (APS-HRMnet) Session**

In this session, the need to capacitate and empower human resource managers was emphasized. The importance of continuous monitoring and evaluation for human resource managers was stressed. There was a call for HR managers to act professionally in dispensing their duties. The necessity for good frameworks and reporting system for HR managers was identified as an important success factor. Redeployment of HR managers needs to be minimized to ensure continuity and impact. There is also a need for a certified body for HR managers to maintain high professional standards. Institutional leaders need strategic planning for continuous learning and assessing skills. HR managers should be deployed across the board without political influence. Since time is of essence for HR managers data reporting system should be well thought out. The essence of collective responsibility was discussed and HR networking for research on case studies to share best practices identified as important avenues.

### **Young Professionals Network (YPN) Session**

**Mataywa Busieka (PhD)**, Department of Public Service and Administration, South Africa

#### **Topic: The African Charter as an Enabling Framework for the Transformation of Public Service and Administration in Africa**

Dr. Busieka facilitated the presentation on the African Charter on Values and Principles of the Public Service and Administration. He reported that in their measured wisdom, African Ministers of public service and administration had adopted and subsequently ratified the African Charter as a veritable framework for the transformation of the African public administration. The main purpose of the African Charter is to define the principles and general rules governing African public services, which elevates the Charter to the status of a policy framework. The Charter is a source of inspiration for developing, strengthening and updating national codes of conduct with respect to transparency, professionalism, and ethical standards. Although the main provisions of the Charter apply specifically to the public service and their employees, other stakeholders like the citizen, the government, and civil society have vested interest. Dr. Busieka explained that the central thrust of the input was to interrogate how the Charter can, and should indeed play a catalytic role in the transformation of the African public administration.

The Young Professionals also received messages of encouragement and support from Dr. Troupin of the IIAS and AAPAM Vice President for Southern Africa Mr. Mashwahle Diphofa who

both encouraged the youth to dream big and design focused projects that are anchored on beneficial partnerships. Dr. Troupin challenged the YPN to be agile and present convincing projects to access opportunities available within the IIAS fraternity. Mr Diphofa encouraged the YPN to align its projects with existing initiatives and effectively deploy new technologies to breach communication lull which can impair the initiative's sustainability. Youth should also identify opportunities like the Obama Youth Empowerment programmes to benefit its members. The YPN team called on AAPAM to move quickly and implement the decision to create a slot for its leadership on the Executive Committee. The YPN later held an election that elected a new leadership to replace the interim committee.

### **Cabinet Secretaries / Heads of Public Service Session**

Dr. Ernest S.A. Surrur, the President of the African Cabinet Government Network (ACGN) introduced ACGN programmes. He stated that the main achievement of the Network was a Roundtable Conference convened in Accra, Ghana. Another workshop, also held in Ghana focused on training assessment in policy analysis, more workshops and an Annual Roundtable are scheduled to take place in 2016.

ICT utility came into sharp focus with an input from Ghana on how far the country had progressed with country uptake encouraged. The meeting stressed the importance of a Cabinet handbook and manuals which are essential elements for record management. The meeting clarified that the Cabinet Secretaries and Heads of Public Services is a forum for peers to cross-pollinate and peer support. The challenge of openness and transparency vs state security was discussed as well as managing the political/Administrative interface for effective policy implementation.

### **Academia/ Research Session**

**Prof Malcolm Wallis**, Durban University of Technology

#### **Topic: Constitutions and Transformation of Local Government: A Review of Three African States**

Prof. Wallis presented a paper whose focus was to draw attention to the links between constitutions, local government, participation and transformation. The paper explored the contexts that there was greater emphasis on constitutions and governance in Africa and elsewhere, with the idea that devolution must be taken more seriously. In examining three countries of Kenya, Lesotho and South Africa, the paper raised the key question: "how may constitutions provide the basis for transformation and participation?" The paper noted that all the three countries had moved in the last twenty or so years from authoritarian systems of government to ones which see local government as a key element of transformation. Further all three had pre-colonial systems of local government, but the paper was about transformation in recent years. The paper provided a background of constitutionalism and the revival of local government in each country.

In responding to the key question “can constitutions transform?” Prof. Wallis admitted that there were no simple answers noting that in Kenya and South Africa constitutional change was a catalyst for the emergence of transformed systems with latent imperfections. Lesotho is however the exception because the existence and importance of local government were not constitutionally validated as they were in Kenya and South Africa. Prof. Wallis surmised that constitutions cannot in themselves transform but can create conditions to make it more likely that local government will survive. He concluded by stressing the importance of constitutions as live instruments which can change the framework from which conditions are created for principled, cultural and attitudinal changes.

## **COUNTRY CASE STUDIES**

**Mr. Faustin Clovis Noundjeu**, Cameroon Real Estate Company, Cameroon

### **Topic: Use of Public Private Partnership like a Tool of Improvement of Urban Governance: the Case of Cameroon**

Mr. Faustin’s paper outlined the challenges governments faced in providing amenities to meet the needs for increased numbers of urban dwellers and addressing sustainable development issues. He explained that the need for PPPs was necessitated by government failure to provide basic social amenities. The government of Cameroon conducted a research which tried to identify projects done by the local communities and started partnering with the communities and the private sector. The country has had many local interventions in urban development, community interventions of building infrastructure, provision of water, among others.

Mr. Faustin reported that a big medical university was built through a PPP effort as well as roads and bridges in both the capital and other cities. He identified the African Development Bank as one of the institution that has funded PPPs in many African countries. Advantages of PPPs include: infrastructure being handed over to local authorities within specified timeframes and helping in reducing poverty. He however cautioned that PPPs need a legal framework where local governments can present projects to potential investors for funding. The disadvantages though few meant that the duration of the contracts in the long run exposed the partners to risks.

## **Discussions, Observations and Responses**

Discussion on the PPPs input brought out consensus among the delegates on the efficiency of PPPs in service delivery. The Minister from Lesotho, for example, indicated that the country had used PPPs in the health sector and other construction projects. The advantages of PPPs are that they can either be initiated by government or the private sector or local communities. Some countries have legal frameworks where thirty percent (30%) of the works are subcontracted to local contractors. Delegates also advised on the need to use local small and medium scale enterprises (SMEs) as a means of employment creation. Discussion on whether sovereign

guarantees were an effective means of reducing project risks revealed mixed results. Countries shared some negative experiences with sovereign guarantees where private partners got funds and either used them on their other projects or put them in commercial banks to earn interest, without undertaking government projects. An understanding emerged that PPPs can be secured without sovereign guarantees where there was transparency and honesty. There was however need for thorough scrutiny of project proposals for technical and financial competence. On the subject of corruption, delegates acknowledged that it was clearly difficult to completely root it out but institutions such as Anti-Corruption Commission provided some checks and balances.

**Dr. Patrick Tandoh Offin**, Ghana Institute of Management and Public Administration, Ghana

### **Topic: Local Government and National Development: an Assessment of the Adentan Municipal Assembly in Ghana**

Dr. Offin explained that the assessment of the Adentan Municipal Assembly in Ghana was aimed at examining the impact of roles played by the municipality towards national development, establishing the benefits local inhabitants received from the local authority and evaluating its performance tools towards national development goals. Respondents showed their appreciation for roles played by local government and showed their familiarity and application of the Functional and Organizational Assessment Tool (FOAT). The respondents also agreed that local government as an arm of the Central Government contributes to national development.

Dr. Offin also highlighted some challenges such as insufficient internal fund raising by the assembly and inadequate range of programmes and services. Study recommendations were the need for the Assemblies to carefully evaluate and understand their jurisdictions in order to engage in appropriate and targeted revenue mobilization; need for further reforms to the current approaches for the appointment of the chief executives; need for improved access to information by the stakeholders on processes and roles of Assemblies. On its part, the Central Government must increase and release statutory funds and logistics on time to local authorities.

## **Discussions, Observations and Responses**

The feedback from delegates acknowledged that there was very good advocacy of local government but cautioned that, in a bid to customize, local governments should realize that national interests supersede local interests in certain situations. Delegates were of the view that the study should have highlighted the provisions of the Ghanaian Constitution on separation of powers between local authorities and the central government. It was however accepted that the case study helped to set the stage for more research in the area of local government and national development. There was provision for local participation of 30% representation from the local community among them, traditional leaders.

Delegates called for research into the relationship between culture and Public Administration for effective and efficient provision of services at local level. It was noted that, the post-independence period demanded involvement of the local people in planning where locally developed plans should feed into national planning. Delegates observed that, the debate on transforming systems had gone on for far too long, but failure to transform was blamed on the tendency to super impose Anglo-American systems on local systems. It was emphasized that, Africa would not develop by replacing but rather improving its systems taking into account both the global trends whilst interspersing with unique local situations.

**Mr. Happy Kayuni, University of Malawi**

**Topic: Examining Transformation of the Public Machinery in the Context of Public Ethical Values in Malawi: Reforms or Deforms?**

Mr. Kayuni commenced his presentation by stressing that ethics were core elements to reforms noting that the adoption of public sector ethical values had been highlighted as essential in Africa. Ethical values are enhanced through training, incentives, political influence, management and law/reforms. Post-induction was seen as problematic in transforming the public machinery as it did not contribute to professional and ethical standards. Efforts to improve delivery of public services have also incorporated Public Service Charters as a reform initiative which promotes ethical standards. Mr Kayuni expressed the view that reforms driven by donors may not augur well with the principles for the development of ethical values which should be inwardly initiated. He faulted the top down approach which he said had to some extent negatively affected the local ownership of the promotion of ethical values in the public sector. The study advocated for a comprehensive induction training programme for the development of service charters.

## **Discussions, Observations and Responses**

Delegates cited the lack of communication on reform initiatives as the cause for failure in Africa. Delegates also decried the culture of poor performance in Africa which had adversely affected service delivery as the focus was more process driven than citizen-focused. There was a call for public servants to change the attitude of being wholly focused on obtaining academic qualifications at the expense of relevant skills for service delivery. Delegates further lamented the fact that reform initiatives in the public service had many conditions imposed by the World Bank and International Monetary Fund. It was recommended that these multilateral lenders should instead give advice rather than dictating the conditions.

## **BREAK-AWAY SESSIONS**

**Mr. Brian Mulenga**, Country Director Techno Brain Zambia Microsoft

### **Topic: Revenue Management System for Local Governments**

Mr. Mulenga explained why there is a need for a computerised revenue management system which he said was to enhance accountability and transparency. This was necessary, he said to avoid multiple channels of collecting revenue. He noted that local governments face challenges in collecting revenue as well as good reporting tools in managing the actual cash collected and that they lacked infrastructure or qualified personnel to address this challenge. He justified how the revenue management model would reduce revenue losses and increase revenue collection of any country. He however stressed the importance of being aware of the challenges associated with revenue management.

Mr. Mulenga highlighted challenges of revenue management as: low quality of reporting tools, poor controls over cash management and banking and inability to track revenue at point of collection. These challenges result in among others, inability to undertake proper assessment of revenue, inefficient collection mechanisms, weak control mechanism and bad debts. The benefits of revenue management model included: efficient work flow, traceability of documents, identification of revenue sources and efficient use of personnel and other resources.

## **Discussions, Observations and Responses**

Discussion on Revenue Management System for local governments, revealed that the system had been a source of corruption in some countries and that corruption was difficult to rule out as the system depended on data inputs from human beings. Challenges included unidentified streets and properties and high unemployment rates which made it difficult to collect more revenue. Use of GIS and GPS systems were recommended for identification of streets and other properties. Caution was sounded on the fact that urban and rural infrastructures were not similar for this system to work. In response it was clarified that use of tablets and cell-phones reduced the need to rely on electricity. Tanzania shared its experience where the government was able to collect more revenue after investing in machines to enable investors to enhance revenue tracking. Previously, many investors could not procure the machines given the huge cost of investment.

Delegates acknowledged that effective implementation of the system would require support from the political leadership and therefore, mechanisms for effective revenue collection should be put in place to gain their support. In responding to whether the issue of capacity building had been incorporated, it was explained that standard practice for IT projects to include a training component was observed. On the integration of the Revenue Management System to other systems, it was confirmed that the System was linked to other systems including Dove, oracle e-business and pastel. The other key advantages of the System included freeing HR resources to other needy areas and providing tools for councils to assess resident's affordability.

**Mr. Simon Bradford**, Cloud Technologies Director, Public Sector, Middle East & Africa

**Topic: Government Solutions and Cloud**

Mr. Bradford stressed that the world was changing and Governments had no choice but to be innovative. The input highlighted that Governments needed to redesign their processes in order to capitalize on a new set of tools. The solution was for organizations to go cloud because of Ready Resources; Elasticity; Self-service; and Usage-based. He predicted that in the 21st Century most data will move through or be stored in the cloud. Governments should consider the cloud option because of speed; social inclusion and city-wide innovation. Other benefits include; open government and transparency; reliable and secure infrastructure; and lower cost and risk.

Mr. Bradford encouraged governments to opt for the hybrid cloud. He assured delegates that Microsoft Cloud was trustworthy because it did not provide any government with direct, unfettered access to customers' data and encryption keys or assist their effort to break any encryption. He stressed that cloud security was more secure than physical security noting that leadership is cardinal for transitioning to digital migration.

**Discussions, Observations and Responses**

Some delegates wanted to know how data would be secured when held somewhere and how secure Microsoft was from Central Intelligence Agency (CIA). Delegates were assured that Microsoft does not condone ethical hacking and sighted the Apple case where a judge rejected the FBI request to gain access to a suspected terrorist's iPhone. Delegates noted that, though Microsoft promoted its services as being cost effective, the license and frequent change of software fees were too high.

**Mr. Sergio Sicbaldi**, Senior Business Development Manager Public Sector, Middle East & Africa, Microsoft

**Topic: Public Safety and National Security**

Mr. Sicbaldi mentioned factors for the governments to consider in the choice of proper technology and its application for enhancing public safety and security. These factors were: increased organised crime; terrorism; cyber and high-technology crime; risks of local emergencies; increased movement across nations and human trafficking. Others were continued urbanisation and public safety at local and major events. He stressed the need for concerted efforts to use technology in the operations of: police/fire, justice, homeland/internal security, intelligence and defence departments. He highlighted the need for the digital response, digital policing, and digital justice, where use of technology helps drive down engagement cost and improvement of service delivery.

Mr. Sicbaldi advocated for a centralised and unified national emergency and crisis management system that can deal with border control, wildfires, strategic industry, terrorism, entry points,

interception, manifestation/arrests, crowd management, large sport events, to mention a few. Mr. Sicbald revealed that Microsoft has a division which deals with public safety and national security and works with governments on enhancing safety and security measures.

## **Discussions, Observations and Responses**

Participants acknowledged that safety is crucial in facilitating economic growth and require government investment in technology. It was observed that from the service delivery point of view, occurrences of corruption increases when digital applications are limited and that this is the case in most African countries. Discussions also centred around the need for stronger laws or regulatory frameworks on data protection. The need to integrate data and information particularly on individuals to avoid duplication, facilitate analysis of information and improve data governance was stressed. Participants agreed on the need to position ICT in the right place and provide adequate necessary budget to facilitate its operationalisation.

### **By Mr. Sebh Haleleul Summary of Microsoft breakaway**

Ms. Angella Nana on behalf of Microsoft, thanked the AAPAM Executive for according Microsoft an opportunity to be among the presenters at the 37<sup>th</sup> Annual Roundtable Conference. She encouraged African countries to use e-Cabinet and adopt ICT policy in conducting government business noting that the fast changing global dynamics compel use of mobile or cloud to enhance service delivery. She stressed the need for governments to use ICT in empowering their citizens economically. She highlighted four pillars that are key service delivery enablers namely: infrastructure; skills; trust; and leadership. She revealed that Microsoft has already set up the requisite infrastructure and all that governments needed to do is to increase cloud connectivity. She also emphasized the need to develop human capital in digital literacy. In addition, she assured that Microsoft is trustworthy and a dependable partner. She concluded that leadership was cardinal in the use of ICT as an enabler in service delivery. She concluded by encouraging the public sector to use the integrated data base provided by Microsoft.

## **INNOVATORS' PANEL**

This session focused on innovative approaches to service delivery and showcased some best practices that have won United Nations and AAPAM awards. The purpose of the session was to invite member states to cross pollinate innovative ideas and avoid re-inventing the wheel.

**Dr. John- Mary Kauzya** of UNDESA introduced the session by reflecting that UN Public Service Awards programme is the most prestigious international Public Service Award, where UNDESA promotes innovations in the public service. The winners share the innovations with African public service institutions and help other countries build capacity in using such successful applications. He pointed out that there was need to review the awards and align them to SDGs by June, 2016. Governments were encouraged to discover available innovations in other African countries and try to implement them without re-inventing the wheel.

**Mr. David Gitau** presented the Kenyan case study named Huduma Kenya Programme which he explained was based on the concept of a one-stop shop for a number of government services. The success of the Huduma programme was attributed to commitment and support from the Kenyan President and other top government officials. The one-stop centres provided online channels for services, call centre support and one-stop centres with big banking halls across the country in order to improve service delivery. Rolling out Huduma centres to rural areas entails replicating the same centre model in far flung rural towns. He revealed that upcoming Huduma initiatives would include provision of a web portal and mobile platforms, rolling out of Huduma cards for the unbanked population and cyber cafes in the centres for electronic registration. He concluded that almost all the Huduma Kenya services are digitized and automated and the processes are being standardized through re-engineering.

**Ms. Thuli Radebe**, Chief Executive Officer Centre for Public Sector Innovation (CPSI), South Africa shared her country's experience in incubating innovation. She explained that the CPSI has the mandate to entrench innovation in the public service by providing technical support to other government departments with innovative ideas. The Centre works with departments in producing prototypes that are piloted and later rolled out within the specific sectors. The programme also has a teaching module for training civil servants at the South African National School of Government and conducts annual awards programmes to help replicate the best practices in other towns and cities. She cited some of the successful innovations such as telemedicine and tele-radiography. She admitted though, that the Centre still faces challenges in changing the culture in the public service and of politicians. Other challenges are limited funding, erratic internet connectivity and disaggregated data-sets. Statutory compliance also delays the successful production of innovative prototypes.

## **AFRICAN MINISTERS PANEL**

### **Topic: Senior Political and Managerial Public Servants and the implementation of the 2030 Agenda for Sustainable Development Goals**

The ministerial panel discussed, among other issues, the need to tire the tenure of Permanent Secretaries and Secretaries to the Cabinet from the Presidential term of office given that it was costly to keep replacing top civil servants whenever there was a change of regime. There are lessons to draw from Nigeria, USA, Chile, France and the UK. It was clear that politicians wanted to work with people who believed in their vision and would help them achieve their plans quickly. Academicians should advise on how best to implement constitutions for continuity or have constitutional provisions that guarantee a longer tenure for Cabinet and Permanent Secretaries. The British system which a number of African countries inherited is being redefined by performance contracts. There was also need to balance between cultural dynamics and not hinder performance.

Delegates agreed that the public service procedures and processes were not the problem but rather the attitude of some public servants which was problematic. Procedures should, however, be used efficiently to achieve results. More importantly, there was need for regular review of procedures and work process re-engineering in order to improve efficiency and adopt best practices from around the world. The relationship between civil servants and politicians was important but currently dysfunctional. Delegates were in agreement that ministers need to seek guidance from civil servants on technical matters. In tandem with this, capacity building for Permanent and Cabinet Secretaries and implementation of performance contracts was cardinal.

Among the challenges discussed in transforming the African Public Service were issues of seeking external validation in Africa; leaders' endorsement and adoption of international commitments that were not implementable at country level. Others were politicians spending more time on party than matters of national interests. Public servants while talented, were nevertheless criticised for exhibiting a culture of laxity and being more interested in processes and procedures than results hence the need to reengineer processes. Reforms should not be treated as events but continuous processes likened to Kaizen in Japan. Pursuing achievement of agenda 2030 was agreed by all governments that it was a way to develop. The session concluded with the understanding that transformation of Public Administration is integration of processes, more inclusiveness such as gender diversity, transparency and upholding of ethics.

# CHAPTER 3

## REPORTS FROM THE REGIONAL/NATIONAL CHAPTERS MEETINGS

**Mr. Pierre Vincent Fondjo, Vice-President, Central Africa** reported that very few members attended the 37<sup>th</sup> Roundtable Conference. The cost of conference fees, language barrier and timing were highlighted as some of the reasons for poor attendance. The Chapter hoped that translation and interpretation services at AAPAM Roundtable conferences would help to bring more members on board and also pledged to work closely with AAPAM to increase the number of participants from this region.

**Mrs. Bridget Katsiriku, Vice-President West Africa** reported that out of sixteen countries, only three attended the conference namely Nigeria, Sierra Leone and Ghana. The region had not been actively attending AAPAM meetings but pledged to organize itself and form national chapters. Among the activities planned for 2016 was a meeting with the Head of the Nigerian Civil Service to solicit for support and joined the Southern Africa Region in calling on AAPAM to revert to holding the RT Conferences in November. It was also reported that the Ghana AAPAM Chapter was registered with the Registrar General Department and forty members attended the 37<sup>th</sup> Roundtable conference. In 2015 the Chapter held four general meetings and four executive meetings. In 2016 the Chapter will embark on a vigorous campaign to recruit more members; engage training institutions to build the capacity of its members and hold three seminars which will also target international participants.

**Mr. Titus Ndambuki, Headquarters Vice-President** reported that the Kenya Association for Public Administration and Management (KAPAM) Chapter had embarked on a massive recruitment of members and had extended its membership to other professionals outside public administration. The Chapter enjoys full government support and has established points of contact in all the Ministries. For 2016, the Chapter has planned to organize an annual lecture in September culminating into a dinner in December 2016.

**Dr. Atif Mohamed, Vice-President Northern Africa** regretted that there was limited participation in AAPAM activities. The region called on the AAPAM President and the Secretariat to visit at least two countries in a bid to promote AAPAM programmes and increase participation in its activities. It was further reported that the region was partnering with other institutions such as universities to double its membership and enhance participation in AAPAM hence requested the use of Arabic in AAPAM activities and on the website.

**Mr. Mashwahle Diphofa, Vice-President Southern Africa** strongly argued for the RT Conference to revert to the November date noting that the February date posed a financial challenge as most members were not ready for the year's activities. The region agreed with the

AAPAM Executive Committee that the 37<sup>th</sup> RTC theme should remain on the agenda for three years to afford member states the space to domesticate it and implement the charter. The region also called on AAPAM to make deliberate efforts to balance gender in AAPAM activities. The region suggested that the communique be made available to delegates before its presentation to enable members make valuable contributions.

**Mr. Ndashe L. Yumba Permanent Secretary, Cabinet Office- Zambia** presented the Zambian chapter report. He reported that most of the activities in 2015 and 2016 were focused on preparations for the 37<sup>th</sup> Roundtable Conference. The Chapter's achievements were drafting the Constitution for the Chapter, and appointing an interim Executive Committee. The remainder of the 2016 activities would comprise of holding of elections for a permanent Executive Committee and finalization of the AAPAM Zambia Chapter Constitution.

# CHAPTER 4

## **AFRICAN ASSOCIATION FOR PUBLIC ADMINISTRATION AND MANAGEMENT (AAPAM) 8<sup>TH</sup> INNOVATIVE MANAGEMENT AWARD**

**Ms. Thecla Shangali** led the jury in the assessment and selection of the AAPAM 8<sup>th</sup> Innovative Management Award applications and winners. The 37<sup>th</sup> AAPAM Innovative Award received fifty-one (51) submissions from thirteen (13) countries. The thirteen countries were Cameroon, Egypt, Ghana, Kenya, Mauritius, Rwanda, Sao Tome, Sierra Leone, South Africa, Swaziland, Tanzania, Uganda and Zambia. Out of the fifty-one (51) submissions, AAPAM Jury shortlisted five (5) finalists based on Innovation; Relevance; Significance; Sustainability; and Replication. Together with the five shortlisted finalists for the 37<sup>th</sup> Roundtable submissions, there was a sixth finalist from the 36<sup>th</sup> Roundtable conference who due to unavoidable circumstances could not make it to Morocco. This finalist was short-listed to join the team in the final interviews. However, as was the case with the 36<sup>th</sup> Roundtable conference, Tanzanian finalists from Decentralization of Land Administration Service were again unable to make it to the 37<sup>th</sup> Roundtable Conference hence were not interviewed.

Mrs. Shangali highlighted challenges that were identified during the evaluation process the key one being the low participation from francophone countries. Notably, out of the 51 submissions received, two countries (Rwanda and South Africa) had a total of 31 submissions while the remaining 11 countries had a total of 20 entries. She encouraged other member states to vigorously market the award programme to increase entries and broaden participation. Generally, the Jury observed that a good number of submissions were based on Mobile and Information Technology which is in line with service delivery improvement trends. Projects demonstrated creative ideas for harnessing existing technology to generate solutions that promote efficiency, problem solving and significant positive impact on the public.

The following institutions were awarded as detailed below:

**Gold Medal**-Judiciary of Rwanda, **Rwanda**

**Silver Medal**-the National Department of Health, **South Africa**

**Bronze Medal** -Driver and Vehicle Licencing Authority (DVLA), **Ghana**

**Runners-up** who received glass trophies each are

- i. Central Agency for Organisation and Administration, **Egypt**
- ii. The Ministry of Labour, Social Security and Services (Children Services Section), **Kenya**.

## CLOSING CEREMONY

In his closing remarks AAPAM President **Dr. Roland Msiska**, AAPAM President and Secretary to Cabinet and Head of Civil Service, Zambia applauded the Public- Private Partnership (PPP) both at local and continental levels that had delivered the successful hosting of the 37<sup>th</sup> Roundtable Conference. He looked forward to tapping into this PPP approach to hosting future AAPAM events. He indicated that AAPAM is planning to sign a Memorandum of Understanding with African airlines to secure discounted prices for delegates. AAPAM, he added, was also looking into other ventures like research for collaboration with the private sector. He stressed the need to change AAPAM's funding model with a view to ease pressure from African governments that are in any event already carry a heavy burden of a myriad development priorities. He expressed optimism for Africa's future and advised multi-disciplinary approaches to addressing common developmental challenges.

In presenting the formal vote of thanks, **Ms. Grace Otieno, Principal Administrative Secretary Directorate of Public Service Management Ministry of Public Service and Youth and Gender Affairs, Republic of Kenya**, praised the Zambian government for raising the leadership bar in the outstanding manner the conference had been hosted. She thanked the Ministers present, Chairpersons of Public Service Commissions, Cabinet/Principal Secretaries, Senior Officials, members of the diplomatic corps, and the private sector representatives and resource persons for their contribution to the success of the Roundtable conference.

The official closing ceremony was performed by the **Minister for Justice of the Government of Zambia Hon. Dr. Ngosa Simbyakula**. The minister, on behalf of the Government and people of Zambia extended an appreciation to the AAPAM Executive Committee for honoring Zambia with the hosting of the 37<sup>th</sup> Roundtable Conference. He expressed satisfaction that the organization of the conference had met delegate's expectations. He was particularly pleased to note that innovative approaches to convening the Roundtable conference had delivered success in many areas. He commended and appreciated the rich country case studies that were presented and the robust exchanges that were witnessed at the plenary and breakaway sessions.

The Minister agreed that the five sub-themes did underscore the importance of transformation which was central for the public administration to drive the development agenda of African countries. He challenged public officials to embrace innovation which is key to improving standards of service delivery and when replicated drastically cuts down on costs. He advocated for generous stimulus to would be innovators for greater sustainability of workable solutions. In the same vein he welcomed the partnership between AAPAM and the private sector which resulted in the infusion of financial resources and technical knowhow to the year's Roundtable conference. He encouraged AAPAM to continue with the format of exploring the potential of PPP for future conferences adding that there is a strong case for countries to do more for AAPAM. He concluded by hoping that the delegates had a pleasant stay in Zambia. He wished those extending their stay an enjoyable experience as they explore the Zambian hospitality. For those departing he wished them safe travel back home. With those remarks, the Minister declared the 37<sup>th</sup> AAPAM Roundtable Conference officially closed.

# APPENDIX I

## CONFERENCE COMMUNIQUE

### INTRODUCTION

1. The 37<sup>th</sup> Roundtable Conference of the African Association for Public Administration and Management (AAPAM) was co-hosted by the Government of the Republic of Zambia in partnership and coordination with the AAPAM Secretariat at the Mulungushi International Conference Centre, in Lusaka, Zambia from 29<sup>th</sup> February – 4<sup>th</sup> March 2016.
2. The 37<sup>th</sup> Annual Roundtable Conference was held under the theme: **“Transforming Public Administration and Management (PAM) in order to contribute towards the Agenda 2063 within the context of the Sustainable Development Goals”**. The following sub-themes guided discussions at the conference:
  - a) Transforming Public Administration and Management in Africa: Theoretical framework;
  - b) The nexus between Governance and Transformation of PAM in Africa;
  - c) E-governance and e-government as necessary tools for transforming the PAM;
  - d) The essence of transformational leadership in achieving state capability;
  - e) The role of Public Private Partnerships in transforming the African PAM; and f) Country Case Studies.
3. Four Hundred and Thirteen (413) delegates from Thirty (30) countries attended the Conference.

Among the participants were: Ministers, Deputy Ministers, Cabinet Ministers; Heads of Public/Civil Services and Secretaries to Cabinet; Permanent/Principal Secretaries. Others were Chairpersons and Commissioners for Public Service Commission; Heads of Management Development Institutes; Development Partners; representatives of Statutory Institutions; Scholars, Researchers, Africa Public Sector Human Resource Managers’ Network (APS-HRMnet) and AAPAM Young Professionals.
4. The Countries represented at the Roundtable included Australia, Botswana, Belgium, Cameroon, Egypt, Ethiopia, Gambia, Ghana, Kenya, Lesotho, Mali, Malawi, Mauritius, Mozambique, Morocco, Namibia, Nigeria, Rwanda, Sierra Leone, South Africa, Sudan, South Sudan, Swaziland, United Republic of Tanzania, Uganda, United Kingdom, United Arab Emirates, United States of America, Zambia and Zimbabwe.
5. Several AAPAM partner organizations graced the Roundtable Conference. Organizations that sent representatives and delivered messages of solidarity to the conference were: the United Nations Department of Economic and Social Affairs (UNDESA), Microsoft, Eastern and Southern African Management Institute (ESAMI), Deloitte and International Institute

of Administrative Sciences (IIAS). Also in attendance was the African Training and Research Centre in Administration for Development (CAFRAD) and the Africa Cabinet Government Network (ACGN).

6. Five finalist organizations received AAPAM Awards recognizing Innovative Management Award (IMA). The winners are: Gold Medal-Judiciary of Rwanda, Rwanda; Silver Medal-the National Department of Health, South Africa; Bronze Medal-Driver and Vehicle licencing Authority (DVLA), Ghana: Runners-up who received glass trophies each are - Central Agency for Organisation and Administration, Egypt and the Ministry of Labour, Social Security and Services (Children Services Section), Kenya.
7. The 37<sup>th</sup> AAPAM Roundtable Conference was officially declared open by the President of the Republic of Zambia, His Excellency Mr. Edgar C. Lungu. The official welcoming speech was delivered by Dr. Roland Msiska, the Cabinet Secretary to the Government of Zambia and AAPAM President.
8. The Roundtable Conference was organized in Eight Plenary Sessions, Nine (9) breakaway Sessions and Four (4) Specialised Parallel Sessions.
9. On the margins of the Round-table Conference the established networks within AAPAM met and held vibrant discussions on issues of specific and particular interest to them. These were: the APS-HRMnet, the AAPAM Young Professionals Network (YPN), the Academia, and Africa Cabinet Government Network (ACGN) for Cabinet Secretaries/Heads of Public Services. The AAPAM National chapters and Regional meetings were also conducted. In these forums, information was exchanged, experiences shared and lessons learned. The AAPAM Executive Committee and Council also held their meetings alongside conference.

## **Interventions and Observations**

10. **AWARE** of the need to come up with a clear understanding and appreciation of the nexus between the need to transform the African public administration and the realization of the goals set out in the African Agenda 2063 vision and the 2030 Agenda for Sustainable Development Goals, the Conference reiterated that given Africa's challenges, fundamental transformation is no longer a matter of choice but an obligation for the African Public Administration and Management to actualise.
11. **IN RECOGNITION** of the urgency incumbent upon African countries to transform the public administration and management, as the unavoidable prerequisite to realizing the developmental goals enumerated in national visions, and having regard to the need for delegates to learn and internalise the best approaches available towards the realization of a transformed African public administration and management:
12. **Conference Noted THAT:**
  - 12.1 AAPAM has correctly identified and picked up the challenge of promoting the implementation of Africa Agenda 2063 and the Sustainable Development Goals (SDGs);

- 12.2 Africa's Agenda 2063 and the SDGs provide a veritable framework for Africa to jump and run to achieve a transformed, capable and capacitate public administration;
- 12.3 A developmental state is not a regime type. It is rather people, systems, processes and institutions that are designed as effective instruments to realize accelerated economic growth in Africa;
- 12.4 Public administration is at the heart of a democratic developmental state and hence the urgency for its transformation into a reliable engine for development;
- 12.5 By all practical accounts Africa has the right ingredients to take off to robust growth trajectory all that is required is the right mix of transformed leadership and structures;
- 12.6 One critical link in efforts to transform the public administration is a robust focus on values, attitudes and a cultural change;
- 12.7 Cyber Security and Digital Crimes are a reality and governments need to make considerable investment in appropriate control counter measures; and
- 12.8 Young people are demanding greater political accountability and that calls for urgency in institutional renewal and value-based leadership in Africa.

**13. Conference acknowledged that:**

- 13.1 The centrality of Public Administration and Management in the realization of Africa Agenda 2063 and the Sustainable Development Goals more especially in the context of the ever increasing calls for enhanced service delivery across Africa is undisputed;
- 13.2 Learning from outside is important but African solutions are required so long as an effort is made to avoid the path of reinventing the wheel;
- 13.3 Direct and sustained changes require transformational and visionary leadership to switch from merely following rules and systems to consciously innovate and bring about creative solutions to Public Administration and Management;
- 13.4 Good leaders can and do sometimes get constrained and even compromised by the structures and culture of the organization hence the need to transform structures as well;
- 13.5 Transformation cannot succeed in the context of poor governance; and
- 13.6 The cell-phone revolution is one significant way to bridge the urban-rural digital divide which government can leverage to bring quality services close to the people at minimal cost.

**14. Conference made the following recommendations:**

- 14.1 Aware that ICT increases internal efficiencies, African governments should leverage ICT for service delivery, increase access to public service and eliminate urban to rural divide;

- 14.2 There is ample opportunity for all the Networks within AAPAM to work at collaborating in areas of common interest to enrich information sharing and deepen exchange of experience;
  - 14.3 AAPAM should promote the ratification of the African Charter on Values and Principles of Public Service and Administration as a tool for the transformation of the Public Administration and Management;
  - 14.4 Extensive and intensive use of Human Resources capability is the best way to transform and achieve state capability for greater efficiency and effectiveness in public administration;
  - 14.5 The Huduma one stop Centre in Kenya and the Centre for Public Service Innovation (CPSI) in South Africa are highly recommended innovative model for enhanced Service Delivery. Innovative Management Award (IMA) winners and runners-up provide similar best practices in this regard;
  - 14.6 To achieve a transformed Public Administration and Management (PAM), there is need for continuous and consistent capacity building interventions hence the call to Governments to avoid cutting back on training budgets in the name of austerity;
  - 14.7 There is need for more research to understand why Africa repeats similar mistakes in spite of considerable policy choice;
  - 14.8 To explore the possibility of setting up a network for women within the AAPAM fraternity; and
  - 14.9 A strong collaboration between political and administrative leadership is key to the success of the transformation project.
15. The 37<sup>th</sup> AAPAM Annual Roundtable Conference entrusted the AAPAM Secretariat with the responsibility of publishing conference outcomes for wider dissemination among Member States for them to infuse learnt experiences in national public service transformation agendas.

## **ACKNOWLEDGEMENTS**

16. Delegates expressed sincere appreciation to the Government of Zambia: the National Organising Committee; the Management and Staff of Mulungushi International Conference Centre and the people of Zambia for their hospitality as well as outstanding hosting, courtesies and the informative excursions that were arranged for them.
17. The Conference conveyed profound gratitude to AAPAM's partners, especially UNDESA, Microsoft, the APS-HRMnet, ACGN, Deloitte, Bank of Zambia, ABSA, ZTE, Huawei, ESAMI and Standard Bank Zambia for their generous support to the success of the Roundtable Conference.

18. Delegates thanked the AAPAM leadership and Secretariat as well as the resource persons and rapporteurs for their hard work and discipline that contributed to the 37<sup>th</sup> Roundtable Conference being a rewarding experience for delegates.
19. Delegates were advised that consultations for the hosting of the 38th Round Table Conference are at an advanced stage and this information will be made available once a firm decision has been taken and confirmed. The theme for the 38th Roundtable Conference is **“Transformation in Public Administration in Africa: Transformed Leadership that takes care of People’s Resources”**.
20. Noting how critical transformation in public administration is to the implementation of the 2030 Agenda for Sustainable Development, achievement of Sustainable Development Goals and the Africa Agenda 2063, delegates requested the United Nations Department of Economic and Social Affairs and other AAPAM partners to enhance and sustain support to the AAPAM Annual Roundtable Conference and other programmes as an Africa wide Forum for developing public administration and leadership capacities for transformation”.

# APPENDIX II

## MESSAGES OF SOLIDARITY



### Message of Solidarity from DPADM/UNDESA

**Dr. John-Mary Kauzya (PhD)**

Chief of Public Administration Capacity Branch (PACB)

Division for Public Administration and Development Management (DPADM)

Department of Economic and Social Affairs (DESA)

United Nations, Headquarters, New York, USA

I bring you warm greetings from the United Nations Department of Economic Affairs (UNDESA) and from its Division for Public Administration and Development Management (DPADM).

I have come with my colleague Dr. Seleshi Bekele Awulechew, inter regional advisor in the division for Sustainable Development UNDESA whom I am happy to introduce to AAPAM and its fraternity.

I would like to express our gratitude to his Excellency the President of the Republic of Zambia, Mr. Edgar Chagwa Lungu and the people of the Republic of Zambia for hosting the Roundtable Conference. We are also very thankful to the President of the AAPAM, Dr. Roland Msiska, Secretary to the Cabinet of the Republic of Zambia, President of AAPAM, the Secretary General of AAPAM Mr. George Scott and the entire AAPAM Executive for the invitation extended to us to participate in the Roundtable.

UNDESA/DPADM is happy to participate in this 37<sup>th</sup> AAPAM Roundtable Conference especially because just as it was with the MDGs, UNDESA/DPADM share the same concerns with the AAPAM in as far as the development of Public Administration capacity in Africa for the implementation of the 2030 Agenda for Sustainable Development and the achievement of SDGs is concerned.

As you probably know the SDGs were adopted by world leaders in New York last year in September as an action program that will be pursued from January 2016 for 15 years. This action program is aimed at the people, the planet, prosperity, for peace in freedom, calling on partnerships across the world whose biggest challenge is poverty eradication. Africa is indeed in need of this action program. It is pleasant to know that AAPAM has already picked up the challenge. Based on the achievements made by African countries in the implementation of the

MDGs which form building blocks in the implementation of the 2030 Agenda Africa should look forward with optimism. However, we need to bear in mind that in this global competition the set off gun always goes off when Africa is starting on a mark line which is behind others. But Africa has been doing well despite. I am sure even in the implementation of the 2030 Agenda it will not only be the same but better!

In the process of implementing the 2030 Agenda for Sustainable Development to achieve the SDGs, UNDESA/DPADM will work with AAPAM and other institutions in Africa especially the Cabinet Secretaries, the Africa Human Resource Managers Network and the AAPAM Young Professionals as well as other organizations including CAFRAD and OFPA and Ministries responsible for public service and local governments to support the development of the various capacities of public administration.

I would like to conclude by reiterating our appreciation of the hospitality extended to us and all the delegates who have come to participate in the AAPAM Roundtable Conference and look forward to fruitful discussions!



**Prof. Bonard Mwape**

Director

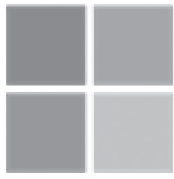
Eastern and Southern Africa Management Institute (ESAMI)

I wish to extend my heartfelt congratulations to AAPAM for hosting this 37<sup>th</sup> Annual Roundtable conference with the theme: 'Transforming Public Administration and management in Africa'. Please accept my admiration and support for the wonderful work you are doing in Africa.

Let me thank AAPAM for inviting ESAMI to participate in this conference and also thank the Government of Zambia for hosting this important meeting. ESAMI takes great pride in having forged close cooperative relations with AAPAM and commits itself to journeying with AAPAM until their vision is fulfilled. I pray that AAPAM's dream in the struggle to transform Public Administration and Management in Africa goes on until it achieves its goals and the world's recognition

It is my hope that in the course of this conversation, many more channels of dialogue and mutual exchange will be opened up between governments and organisations represented here. We also hope that in the process of listening to one another, some of the areas of greatest difficulty and tension in transforming Public Administration and Management will be mutually highlighted and honestly and courageously deliberated upon.

We sincerely wish that AAPAM will grow from strength to strength in transforming Africa in the years to come. I am very impressed by what AAPAM is doing. My heart is with them. I pray that they get the recognition they deserve. Carry on the good work. Thank you



# Microsoft

**Amr Kamel**

Director

Enterprise and Partner Group West, East and Central Africa, Microsoft

Your Excellency Secretary to Cabinet

Cabinet Ministers

Permanent Secretaries

Members of The Diplomatic Corps

Senior Government Officials

Chief Executive Officers

Distinguished Guests

All Protocol Observed

Ladies and Gentlemen

Muli Bwanji (Good Morning)!

I am delighted to be here today and Microsoft is most certainly proud to be in partnership with the African Association for Public Administration and Management (AAPAM) and the Republic of Zambia to host the 37<sup>th</sup> Roundtable Conference as we explore ways of transforming public service delivery in Africa.

There is no doubt that ICT has become a vital part of government and public services. Technology has become a key pillar in ensuring transparency and accountability by governments, which inherently transforms the course of public policy to become citizen centred.

As a company, we have been on a journey in Africa for over 22 years. Microsoft's mission is to empower every person and organisation on the planet to achieve more. There is no place where this rings truer than in Africa. Our 4Afrika Initiative, for example, focuses on three core pillars: locally relevant innovation, affordable access and world-class skills development. Launched in February 2013, 4Afrika's goal is to empower every African who has a great idea for a business or an application and to turn that idea into a reality.

In Zambia for instance, the aspirations of Vision 2030 have always been the charter of our plans & activities in accelerating infrastructure development, economic growth - diversification & Human development have been at the core of our engagements in Zambia.

We support Zambia's strategies for evolving from single-service institutions to strategic and competitive policy-making institutions with clear vision and structural efficiency. We also understand the importance of multi-point services to support strategic international partnership for sustainable development.

This is aimed at driving provision of shared services to government users and a structured way to your Government's architecture in order to:

- Identify redundant or overlapping tools,
- Address IT capability gaps to improve efficiency,
- Help in change management while driving a Value Realization Framework that offers a rigorous methodology for defining initiatives,
- Manage and measure the impact of IT changes
- Demonstrate value to key government stakeholders.

Ladies and Gentlemen,

As Microsoft we acknowledge the critical role that is played by public-private partnerships in solving the challenges faced by governments and citizens globally. Our goal in partnering with governments is to identify the most creative and effective solutions, as well as implement the best practices in ways to address the specific needs of individual governments.

In 2013, we put our two decades of experience with modernizing cities into action! We launched CityNext – a people-first approach to innovation that empowers governments, businesses and citizens to shape the future of their cities. When we created Citynext, we wanted to help cities meet their communities' changing needs.

We also added BIG DATA cloud, mobile and social technologies as just some of the available tools to enable government administrators to optimize their citizen-centric services, to unlock value by exploring the opportunities that can help create sustainable economic growth and a higher quality of life not just for now but for generations to come! And sure enough, it is proving to be the bridge that is making city transformation possible. In this day and age, transformation is not a choice nor is it a luxury it is the only way to secure the future survival of cities on every continent!

Ladies and Gentlemen

As the continent of Africa becomes a leader in the mobile-first world, locally developed cloud computing applications will empower Africa's next generation of cities and all of its citizens, from entrepreneurs to farmers, from small businesses to large. Combine this with 21st Century skills development and universal access to affordable broadband and devices, and you will see Africa accelerating technology for the world.

Microsoft believes in the African story. We want to see Africans not just being empowered by technology, but also building innovative solutions relevant for our local markets. That's why

partnerships like these like with AAPAM and the Government of Zambia, are strategic as these strong public private partnerships can change the future of a country and its people.

In Conclusion,

The power of Information and communication technology (ICT) if well harnessed can enhance the delivery of services to the public in developing countries by improving efficiency, accountability, and transparency, and reducing corruption.

Microsoft remains committed to supporting not only the Government of Zambia but all African governments in its modernization aspirations through the continent's growing technology sector to enhance competitiveness and transformation across national government and all key priority sectors.

Thank You!



**Dr. Ernest Surrur**

President, Council of African Cabinet Secretaries

Secretary to the Cabinet and Head of the Civil Service, Sierra Leone

It gives me great pleasure to participate in this 37<sup>th</sup> Roundtable Conference of AAPAM, representing not only my nation of Sierra Leone, but also the Africa Cabinet Government Network, the ACGN. I am proud to have been elected President of the Council of African Cabinet Secretaries, the ACGN's governing body.

As a Sierra Leonean, I would like to remind delegates that AAPAM was founded in 1971 in Freetown. And in 1978 our capital city hosted the first annual AAPAM Roundtable meeting. We are very proud to have played an instrumental role in the birth of this organisation, along with others such as Mwalimu Julius Nyerere of Tanzania and Dr. Robert Ouko of Kenya.

I would like to express special appreciation to the President of AAPAM, Dr Roland Msiska, as well as the former President of AAPAM, Abdon Agaw Jok Nhial. Both of them have not only contributed a lot to AAPAM, but are also Regional Vice Presidents of ACGN.

It is my great pleasure and honour to represent the Africa Cabinet Government Network at this conference. We have benefited greatly from the last 2 AAPAM conferences, in Kigali and Rabat, where we were able to meet other Cabinet Secretaries, explain the purposes and activities of our organisation, and encourage them to join. For example the participation of both Zambia and Botswana in the ACGN results directly from AAPAM.

As I said last year, we are a much younger organisation than AAPAM, but equally committed to Pan African peer support for development.

Our Network has been set up to provide African Cabinet Secretaries with peer support and technical assistance, especially to support evidence-informed policy making. It is critical that, as Africans, we learn from each other, by sharing our experiences and our dreams, and the positive and negative lessons of our endeavours.

Over the last 12 months, since we all met in Rabat, the ACGN has held another successful Roundtable meeting of Cabinet Secretaries, this time in Accra. We now have 13 Cabinet Secretariats participating in ACGN: Botswana, Ghana, Liberia, Malawi, Rwanda, Sierra Leone, Somalia, Somaliland, South Sudan, Tanzania, Uganda, Zambia and Zanzibar.

We have a long way to go to match AAPAM's reach across Africa, but are hopeful we have more Secretariats attend our 3rd Roundtable in Malawi 18-22 April.

In the last year we have also hosted another two successful training programmes in Accra and Entebbe, with policy analysts from 10 Secretariats participating.

We look forward to meeting others who are involved in supporting Government decision-making who might be interested in joining ACGN. We have a booth outside with information and will be providing more information in the parallel session for Cabinet Secretaries and Public Service Heads tomorrow.

In Sierra Leone I have the dual role of Secretary to the Cabinet and Head of the Civil Service, which has placed me at the interface between the political leadership of the country and the nation's civil servants. A major part of my responsibilities is to build effective partnerships between these political and bureaucratic leaders.

Bringing them together in effective partnership also lies behind the growing partnership between AAPAM and the ACGN. There is a natural synergy between AAPAM's work on building civil service capacity to deliver on government priorities and our role in supporting the decision-making process that determine those priorities. Effective development requires both processes to make wise and implementable policies, and the capacity and leadership in the civil service to implement them.

I recall that last year I described ACGN as AAPAM's younger sibling. As such the Network is proud to be a partner again for this conference and I look forward to its success for all participants.

**Dr. Steve Troupin**

Strategic Projects Officer

International Institute of Administrative Science (IIAS)

Your excellences,

Honourable delegates,

Ladies and gentlemen,

Good morning. I would like to thank AAPAM for inviting me, and the Republic of Zambia for the hospitality.

It is my honour to represent the International Institute of Administrative Sciences (IIAS) at the AAPAM Conference for the third year on row. AAPAM is the most impressive professional association in public administration in Africa, and IIAS is very proud of its longstanding partnership with AAPAM.

IIAS would like to communicate three points to the honourable delegates.

The first relates to the theme of the AAPAM Roundtable Conference: the Sustainable Development Goals (SDG). It is a very timely, relevant and important theme for the public administration community. In comparison with the former development framework, the professionalization of public administration is now a stand-alone objective, the 16th SDG. This stresses institution-building, citizenship, representation and participation. These are important values that we share with AAPAM. But actually, public administration has a role to play in every SDG, by providing water and other basic supplies, infrastructure, education and health services, by emphasizing gender balance and non-discrimination. The professional community of public administration has the duty of contributing to the realization of these SDGs.

Also, all countries in the world are now bound to the SDGs, not only developing ones. This is an additional reason why SDGs are on the top of the scientific agenda of IIAS. Our 2016 Joint IIAS-IASIA Congress will focus on theme of "Building Capacity for Sustainable Governance". It will take place in Chengdu, China on September 20 to 23. The call-for-paper is still open, and I strongly invite you to submit a paper proposal.

Second, I would like to shortly present a new product we have developed: accreditation services.

Actually, there exists an International Association of Schools and Institutes of Administration (IASIA), which is an entity of IIAS specialized in teaching and training in public administration.

IASIA, together with the United Nations Department for Economic and Social Affairs (UNDESA), has developed the Standards of Excellence for Public Administration Education and Training . IASIA has established an International Commission on Accreditation of Public Administration Education and Training (ICAPA), which helps Universities and Training Institutions improving the quality of their public administration Bachelor, Master and PhD programmes, as well as training programmes. ICAPA provides three services: advise, rostering and accreditation. The process starts with an auto-evaluation by the demanding institution, which can then ask ICAPA to organize a site visit .

The Standards of Excellence, the self-evaluation guide, and case studies of institutions having gone through a quality improvement process are bundled in this book: "In Quest of Excellence: Approaches to Enhancing the Quality of Public Administration Education and Training", edited by Allan Rosenbaum and published on behalf of UNDESA and IIAS-IASIA in 2015. Free copies of this book, as well as the accreditation folder are available at the registration desk.

Finally, I would like to draw your attention to our new e-journal entitled Developments in Administration. IIAS has a strong publication line, with books series and the International Review of Administrative Sciences (IRAS). IRAS is in good standing in the Journal Citations Report. We felt the need of having a second journal, notably to pay justice to the important contributions of authors from developing countries. Developments in Administration has two features: the editorial process will aim at assisting authors in meeting the publication standards, and at decreasing the delays between submission and publication.

The first issue is due by Spring 2016, and will be composed of articles written by invited authors. The aim is to have as many issues as possible, and I thus encourage all contributors to this Conference to consider submitting their papers to Developments in Administration.

Dear President, dear delegates, dear participants, I wish you a very fruitful Conference, and I already make an appointment with you for the next year's Roundtable Conference. Thank you very much.

# Deloitte.

**Mr. Simon Bradford**

Risk Advisory practice  
Deloitte and Touche Zambia

Thank you for the chance to speak at this important event, I am very honoured.

My name is Tricha Simon and I am the partner for the Risk Advisory practice in Deloitte and Touche Zambia.

At Deloitte, we fully endorse the objectives of this conference, to Transform Public Administration in Africa so that we achieve the Sustainable Development Goals and critically, the African Union Agenda 2063.

Coming together at this conference for dialogue about the vision of a future, where citizens of nations across this extraordinary continent are served by strong public sector institutions to be able to actively participate and contribute to the optimal use of resources for development is an important step to making this vision a reality.

I am really excited to be here today as only last Friday we held the official launch of the risk advisory practice in Deloitte in Zambia that I run.

Across Africa, the recent global financial turmoil; the sceptre of international terrorism; disease epidemics; and; the impacts of climate change have intensified the focus on risk management across government, and in the private sector. All players in the economy therefore need to be very aware of the various risks that may impact their operations and service delivery, and have in place effective mitigation strategies, processes and controls.

It is often said government should treat citizens the way businesses treat customers.

But when it comes to customers, businesses have it relatively easy. They pick and choose which customers to serve, lavishing attention on those that are profitable and using a one-size-fits-all approach for the rest.

Governments don't have that luxury.

They must serve every citizen, providing essential services that in many cases would never survive in the private sector. Helping those who need it most; protecting privacy and rights; providing security and defense; and; caring for the lives, livelihoods and well-being of citizens and visitors. All the while balancing a complex mix of conflicting demands from a diverse constituency and in the face of unmatched public scrutiny. Governments therefore deal

with very severe risks which every public administrator should be aware of as they discharge their responsibilities. It is our view therefore that public administrators should embed risk management in all their planning and operations.

In the private sector, the bottom line is shareholder value. In government, the objectives are much broader – serving citizens, improving infrastructure, managing the economy to be internationally competitive. But in the end, the basic goals are the same.

- Making efficient use of taxpayers' money and national resources.
- Striving for continuous improvement.
- And delivering maximum value for citizens and communities.

Deloitte appreciates the challenges that African Governments face.

Working under our motto 'to make a difference' we partner with Governments across the continent to support them with leading-edge risk management services and consulting, as well as our traditional audit services.

Thank you for the chance to speak today.

We share your aspirations – in Zambia, we say 'alone I can go fast, together we can go far' and we look forward to taking this journey to a brighter future with you.

On behalf of Deloitte across Africa, I give our full support for the agenda of the African Association of Public Administration and Management's 37<sup>th</sup> roundtable conference and we look forward to continue to support your important programmes.

# APPENDIX III

## SPEECHES

### Opening Address

**Dr. Roland Msiska**

AAPAM President

His Excellency Mr. Edgar Chagwa Lungu, President of The Republic of Zambia.

Mr. Davis Chama, Secretary General of the Patriotic Front

Honourable Cabinet and Deputy Ministers Present from Zambia and other African Countries

Members of the AAPAM Executive Committee

Secretaries to Cabinet and Heads of Public Services Present

Permanent Secretaries

His Worship the Major of Lusaka

Members of The Diplomatic Corps

Ladies and Gentlemen

Distinguished ladies and gentlemen;

On behalf of the government of the republic of Zambia and the African association for public administration and management (AAPAM), I take this privilege to welcome you all to Lusaka Zambia. I would like to recognize the presence of our guest of honor, his excellency, Mr. Edgar Chagwa Lungu, the president of the republic of Zambia. your excellency sir, please accept our most profound gratitude for honouring us with your presence and for accepting to officially open this 37<sup>th</sup> AAPAM roundtable conference. we are humbled that you sacrificed time out of your very busy schedule to come and officiate at the opening of this international conference. thank you and we wish you well in all your endeavours.

Your Excellency, distinguished guests, ladies and gentlemen, please allow me to acknowledge our distinguished guests in this conference. we note with profound gratitude the presence of our key note speaker Professor Adejumobi, director southern region united nations economic commission for Africa.

We also recognize the presence of honorable ministers and cabinet secretaries from across Africa who left their busy schedules back home, to be present in this roundtable conference. similarly, we appreciate the presence of chief secretaries; heads of public and civil service;

director generals, chief executive officers; hon. governors and mayors: permanent and principal secretaries; representatives of civil society organizations; international organizations and the private sector here present.

To our development partners gracing this occasion is a show of solidarity with AAPAM and the government of Zambia, we thank you. we are delighted to have with us representatives from; the African Union, Microsoft East & Southern Africa, united nations department of economic and social affairs (UNDESA), eastern and southern Africa management institute (ESAMI), united nations economic commission for Africa (UNECA), Deloitte East Africa, institute of international administrative sciences (IIAS), African cabinet government network (ACGN), the African training and research centre in administration for development (CAFRAD), the local governments of Africa (UCLG-Africa). we note that our development partners like the institute of public administration of Canada (IPAC) who though not here are solidly with us as we host this conference.

We further applaud all our esteemed delegates who have successfully made it to this conference. we are indeed honoured to host you and we believe you will greatly benefit from this conference.

Your Excellency, distinguished guests, ladies and gentlemen, in the same vein, please allow me to salute the national organizing committee. your excellency, since our acceptance to host the 37<sup>th</sup> Roundtable conference, the Zambia national organizing committee under the leadership of Amb. Peter L. Kasanda deputy secretary to the cabinet assisted by Mr. Ndashe Yumba, permanent secretary, cabinet office, Zambia and team who have worked tirelessly to ensure this conference succeeds. their efforts have been duly supported by the AAPAM executive committee, the AAPAM council and the AAPAM secretariat. we are truly grateful to all of these groups who have collaborated to successfully host this conference here at the Mulungushi conference centre, Lusaka, Zambia.

Your Excellency, distinguished guests, ladies and gentlemen, many of you will remember that Zambia last hosted the 27<sup>th</sup> AAPAM annual roundtable conference back in 2005. ten years later we are indeed honored to host this conference again. Zambia like any other African government is not only part of the aapam past, but rather we continue and will continue to walk with AAPAM in professionalizing public administration and management on the continent. as you all know, the African governments are the key AAPAM partners. they support AAPAM through: the payment of annual subvention; nominating and supporting public and civil servants to participate in AAPAM programmes; providing the expertise needed to help AAPAM achieve its mandate; and hosting AAPAM activities amongst other ways.

Your Excellency, distinguished guests, ladies and gentlemen therefore please allow me to applaud the African governments who have for over forty years partnered with AAPAM. today, we boast of an increasing number of representatives from the African governments in the AAPAM annual conferences. please, allow me to specifically recognize the countries

represented in this conference. we have delegates from; Angola, Benin, Belgium, Botswana, Burundi, Cameroon, Comoros, Democratic Republic Of Congo, Egypt, Ghana, India, The Gambia, The Kingdom Of Lesotho, Kenya, Korea, Liberia, Malawi, Mali, Mauritius, Mozambique, Namibia, Nigeria, Sao Tome And Principe, Senegal, Seychelles, Sierra Leone, South Africa, South Sudan, Sudan, Swaziland, Tanzania, Uganda, United Kingdom, Usa and Zambia( the host).

Your Excellency, distinguished guests, ladies and gentlemen, the roundtable conferences provide a platform for invaluable practical knowledge sharing. they are an opportunity of gaining various skills from more than one source besides offering the privilege of networking, mentorship and personal development. essentially, the AAPAM conference are a synergy of activities and programmes aimed at promoting best practice excellence and professionalism in public administration and management.

This 37<sup>th</sup> AAPAM annual roundtable conference is themed “Transforming Public Administration and Management (PAM) in Order To Contribute Towards the Agenda 2063 within the Context of the Sustainable Development Goals forms the first part of the overriding three year theme: Transforming Public Administration in Africa. in the next three years, we will thus consistently focus on the transformation of the public or civil service in Africa. this is because transformation is a complex facet that delves beyond systems to processes and even behaviors aspects like attitudes. change is gradual and seldom comes easy. change for the betterment is often faced with stiff resistance. i believe, that a comprehensive transformation calls for a comprehensive systemized approach hence the decision to focus on the transformation of the continent’s public service in the next three years.

Your Excellency, distinguished guests, ladies and gentlemen

Apart from the 37<sup>th</sup> annual Roundtable Conference held in Rabat, the Kingdom of Morocco in February- March 2015, the Association collaborated with the Centre of Specialization in Public Administration and Management (CESPAM) – University of Botswana and conducted a three day executive course from 11th to 13th August 2015 on enhancing governance and financial administration in Africa at the Tlotlo conference centre, Gaborone, Botswana. the course is a second part of the three year agreement between AAPAM and CESPAM. the last part will be carried out in 2016.

In the same month AAPAM in collaboration with the administrative staff college of Nigeria (ASCON) organized the international conference on development under the theme: “Capacity Building for Transforming Public Sector Organizations in Africa: Challenges, Opportunities and Options”. the conference which was held in Nigeria at the administrative staff college of Nigeria enlisted the participation of, stakeholders, experts, scholars and researchers in Africa and beyond.

Your Excellency, distinguished guests, ladies and gentlemen to close the year, AAPAM in partnership with the ministry of devolution and planning – Kenya successfully held a devolution and development forum in December 2015 under the theme: “Devolution Agenda – Reflections”. the devolution forum was premised on the need to bring the continent together

to re-evaluate the devolution and decentralization processes and experience across the continent participants also had a practical session through field trips where they got a more tangible understanding of what was being discussed, making it a unique learning experience.

The Association also continues to team up with Canadian bureau for international education (CBIE) and the institute of public administration of Canada (IPAC) in implementing Africa leaders of tomorrow scholarship program created in honor of the late Nelson Mandela. this programme will be carried over a period of five years starting in (2015 – 2019). the fund grants up to 130 scholarships to young African men and women to pursue a master's degree in public administration in universities in Canada. special consideration will be given to encouraging the advancement of women leaders.

The scholarship exposes future African leaders to Canadian best practices in governance, public policy, innovation and administration in areas such as fiscal and economic management, international trade and the business regulatory environment. graduates of these scholarships will return to their home countries, communities and employers better prepared to take on challenges facing the public sector. the first round of applications saw the selection of four scholars from Senegal and South Africa. currently CBIE is finalising the selection process for the 2016 cohort where it received 1,500 applications.

Your Excellency, distinguished guests, ladies and gentlemen while AAPAM has made significant strides in developing the public administration and management in the continent, the association faces some challenges that hamper its optimal function. over the years the annual subvention by governments has continue to decrease thus lowering the financial base of the organization. I therefore call upon the leaders of government delegations and leaders responsible to ensure that the annual subvention are duly remitted to enable us continue to offer our products and services. on the same length, we continue to experience dwindling support from our development partners. I believe that donor support and collaboration is critical in helping us achieve our mission and vision.

Thirdly, the Association has not yet fully entered in some of the countries in Africa hence the need to strengthen our initiatives in the least un-entered areas to ensure the whole of Africa is with us. to add on, we face a stiff competition from other likeminded institutions.

With the increase of programmes, there is a need to enhance our resource base. we, therefore, urge that we continue to contribute our expertise to AAPAM so that we can transform our countries. to add, we have still not managed to secure consistent funding for the young professionals to participate in our programmes. i, therefore, plead with the African governments to continue to sponsor at least two young professional to the AAPAM roundtable conference. we hope in their sponsorships and support they will uphold gender balance.

Your Excellency, distinguished guests, ladies and gentlemen, this conference will also witness the awarding of the 8<sup>th</sup> AAPAM innovative management award winners. AAPAM uses

innovations to recognize deserving institutions who are innovating towards better public service delivery. the finalists for this year's award are from Egypt, Ghana, Kenya, Rwanda and South Africa. we thank all of you but most importantly to all other countries and institutions which made submissions towards these awards.

Your, Excellency, without pre-empting what you have prepared to say to us i would like with these few remarks end my welcome. I wish all delegates fruitful deliberations. it is my hope that you feel relaxed, enjoy the hospitality and beauty of Zambia and participate effectively in this very important conference.

Thank you very much.

## Speech by His Excellency

**The President of the Republic of Zambia,  
Mr. Edgar Chagwa Lungu,**

- Director of Ceremonies,
- Your Honour the Vice-President
- The President of the African Association for Public Administration and Management,
- Her Ladyship the Chief Justice,
- The Honourable Mr. Speaker of The National Assembly,
- Honourable Cabinet and Deputy Ministers from Zambia and Other Countries,
- Secretaries to The Cabinet & Heads of Public Services,
- Members of Parliament,
- Members of The Diplomatic Corps,
- Senior Government Officials,
- AAPAM Partners,
- Distinguished Delegates and Leading Scholars in Public Administration and Management,
- Ladies and Gentlemen,

On behalf of the government, the people of this great country and indeed on my own behalf, I wish to welcome you all to Zambia and the city of Lusaka in particular.

Lusaka is not only the celebrated capital of Zambia, but also a one-time home-away-from-home to many freedom fighters and movements during our long struggle for the liberation of southern Africa.

This city is also an important gateway to one of the seven natural wonders of the world, the mighty Victoria falls in the tourist city of Livingstone.

From Lusaka, you are equally well-placed to reach out to many parts of the country that boast of rich and diverse cultural heritage, conservation sanctuaries for flora and fauna as well as numerous historical and archaeological sites.

It is my hope that while in the country, many of you will take time to visit our tourist attractions and experience the warm hospitality of the Zambian people.

Distinguished delegates, ladies and gentlemen,

Zambia has the honour of hosting this annual roundtable conference for the second time, having done so in the year 2005 in Livingstone. I therefore wish to thank the African Association for Public Administration and Management (AAPAM) executive for choosing Zambia, to host the 37<sup>th</sup> AAPAM annual Roundtable Conference again.

Zambia attaches great importance to AAPAM as an organization that significantly contributes greatly to Africa's overall developmental agenda.

Although AAPAM'S membership is drawn from countries with different traditions and systems of government, we share the common denominator of working with the government of the day in formulating and implementing programmes designed to improve the lives of our people.

Although sometimes unappreciated, public servants are an indispensable cornerstone for public service delivery to the citizens.

In order for us to achieve the Africa we want as outlined in the African Union Agenda 2063, a certain caliber of public administrators and managers is required.

The public administrators and managers we need should exemplify the ideals of professionalism, impartiality, and excellence in service delivery.

AAPAM, therefore, has the challenging task of building this critical mass of public administrators and managers. the gravity of the task is immense but the collective skills and experience of the membership of AAPAM are more than equal to the task.

We are here today to re-affirm our unflinching support to the ideals for which AAPAM has earned a place of honour in the hearts and minds of the governments and peoples of this continent and beyond as evidenced by the ever increasing number of delegates at roundtable conferences.

Distinguished delegates, ladies and gentlemen,

The theme for the 37<sup>th</sup> Roundtable conference is "Transforming Public Administration and Management in Africa in Order to Contribute Towards the Attainment of the Agenda 2063 within the Context of the Sustainable Development Goals".

This theme is appropriate as it comes at a time when our continent has adopted the African union agenda 2063 and the united nations agenda 2030 for sustainable development.

I am happy that five sub-themes for the conference have been carefully chosen to guide the deliberations. these are:

- Transforming Public Administration and Management in Africa;
- The Nexus Between Governance and Transformation of Public Administration and Management;
- E-Governance and E-Government as Necessary Tools for Transforming Public Administration;
- The Essence of Transformational Leadership in Achieving State Capability; and
- The Role of Public Private Partnerships in Transforming the African Public Administration and Management.

Distinguished delegates, ladies and gentlemen,

As the conference deliberates the theme and sub-themes, I urge that cognizance is taken of the aspirations we have set for ourselves in the agenda 2063.

these aspirations are; a prosperous, politically united, economically integrated and peaceful continent based on the ideals of pan Africanism and the vision of Africa's renaissance.

A continent of good governance, democracy, respect for human rights, justice and the rule of law, and based on inclusive growth and sustainable development, among others.

It is, therefore, imperative that public administration takes up its critical role in attaining these aspirations by transforming itself to specifically respond to ever increasing public demands for improved quality service delivery.

Distinguished delegates, ladies and gentlemen,

In 2011, the African union member states adopted the "African Charter on Values and Principles of Public Service and Administration." The Charter promotes impartiality in the delivery of, and equal access to public services by all, irrespective of place of origin, race, gender, physical ability, religion, ethnicity and political affiliation.

The Charter also promotes accountability, integrity, transparency, professionalism, ethics as well as effective, efficient and responsible use of resources in public service and administration.

In line with your theme, I therefore urge AAPAM to advocate the implementation of the charter by all signatories as a tool for transforming public administration and management to facilitate the rapid sustainable development of the continent.

I am pleased to inform the conference that Zambia is committed to implementing the charter and has so far ratified it. We are now working at domesticating the charter!

Distinguished delegates, ladies and gentlemen,

Africa is endowed with abundant natural resources and a youthful population. But our challenges lie in weak institutions, governance systems and partnerships.

Further, most of our economies are over dependent on wasting assets and characterised by weak investment in science and technology as well as inadequate value addition initiatives. This situation makes our countries vulnerable to both natural and external shocks.

Our public administration face such challenges inadequate ethical and transformational leadership; patronage, poor accountability, and work culture.

These and other challenges need to be adequately addressed if Africa is to attain its agenda 2063 and United Nations 2030 agenda for sustainable development.

While noting that Africa is a part of the global community and can learn from other continents, solving African challenges will require mostly African solutions.

In doing so, let us not re-invent the wheel. Some best practices have already been developed in countries with similar backgrounds, administrative systems and socio-economic contexts. We will do well to replicate these.

Further, I would like to urge African countries to utilize the largely untapped resource of the Africans in the diaspora. Within the diaspora, we have knowledge, skills, competences and capital that have the potential to greatly enhance the capacity of public administration in Africa.

Africa must also strive to create merit-based and citizen centered public services in order to become effective engines of development.

Furthermore, it is key that information communication technology is leveraged for enhanced service delivery.

ICT presents the people of Africa especially those in outlying areas, with a real opportunity of increasing their access to public services as it has the potential to eliminate the urban rural divide that characterizes several African countries.

ICT also has the great potential to increase the internal efficiencies of public service institutions by digitizing processes and enhancing information management.

Distinguished delegates, ladies and gentlemen,

To direct and sustain the changes required in our African public administration and management, we need transformational and visionary leadership.

These leaders will need to inspire and motivate public servants under their supervision to switch from merely following rules and procedures to consciously innovate and increase avenues for citizens to participate in governance and development.

If Africa is to develop at the pace we all desire, it is critical that formation of partnerships with the private sector is scaled up to improve the quality and scope of public services.

These partnerships provide an opportunity to mobilize additional resources and to accelerate infrastructure development and service delivery.

I am glad to note that some AAPAM member states are already using public private partnerships to pursue their developmental agendas. I urge the members of AAPAM to explore ways and means to fully take advantage of the opportunities presented by such partnerships.

Distinguished delegates, ladies and gentlemen,

Allow me to reiterate that given the challenges confronting our continent and the weaknesses in our public services, fundamental transformation and re-branding of our public administration and management is no longer a matter of choice.

It is a much needed imperative to attain the goals set out in the United Nations Agenda 2030, the African Union Agenda 2063, and the respective national visions.

In this regard, I challenge the conference to come up with well-informed and practical interventions that will set our public administration and management on a transformational trajectory and strengthen our African states' capacities and capabilities to meet the needs and aspirations of our citizens.

Through this conference, appropriate solutions should be found to transform our public service managers and administrators into transformational and visionary leaders, capable of steering our continent from the course of under-development and stagnation.

In addition, I call upon the conference to generate far-reaching measures to optimize the opportunities created by a globalized world and the advancements in information communication technology to enhance access to services and information.

I implore AAPAM to fully utilize the management development institutes across the continent to build capacity in public servants and undertake research that will contribute to the realization of a developmental state and capable and coherent public administration and management.

Distinguished delegates, ladies and gentlemen

Let me conclude by emphasizing that Africa needs a competent, professional and an impartial public service that espouses the continent's shared values.

Africa needs strong institutions and sound systems that guarantee citizens' participation in economic development and governance.

It is now my pleasure to declare the 37<sup>th</sup> AAPAM Roundtable conference, officially opened.

I thank you and God bless you.



# United Nations Economic Commission for Africa

## **Keynote Address by Prof. Said Adejumobi**

Director,  
ECA Sub-Regional Office for Southern Africa,  
Lusaka, Zambia  
Southern Africa Office

### **Developmental State, Smart Public Service and Agenda 2063: Towards the Africa that we Want.**

I would like to thank the Government and people of the Republic of Zambia and in particular, the Secretary to the Cabinet, and the current President of AAPAM, Dr. Ronald Msiska, and also the AAPAM Executive Committee and Secretariat for inviting me to give this keynote address. My Boss, Dr. Carlos Lopes, UN- Under-Secretary General and Executive Secretary of ECA was invited to give the speech. But due to other prior engagements, he could not come and Dr. Msiska therefore asked me to step in and deliver the keynote address.

AAPAM is an organization I have been part of, and very proud of. It is perhaps the only professional association in the social sciences that brings together scholars and practitioners to exchange ideas, engage in debates and have robust discussion. This is a meeting between the knowledge and policy communities, which is rare in Africa, but very good for Africa's development.

Second, AAPAM is perhaps the only thriving professional body in the social sciences in Africa. The African Association of Political Science (AAPS) is dead, while the African Sociological Association (ASA) is barely visible, if not dead also. Without these professional associations, robust exchanges can hardly take place in those disciplines and their development will be imperiled. I acknowledge and congratulate the officials and members of AAPAM for keeping the flag flying!

I would like to start this conversation of the keynote address with a statement by Lee Kwan Yew, the former transformative leader of Singapore. Lee Kwan Yew noted that "you can teach someone how to build a house, how to repair engines, and how to write a book, but you cannot teach someone how to build a nation". The import of this statement is threefold. First, nation-building or better still, national development cannot be a process of external engineering or validation; rather it has to be an inward looking process. Second, there is no template to draw from in a nation building process; it has to be endogenous- a product of trial and error; good and false starts. Third, nation building has to be an evolutionary and cumulative process; a product of the history, heritage, experiences and values of the people for which it is meant for.

Of course, Lee Kwan Yew in this statement was relating the experience of Singapore. A breakaway territory from Malaysia in 1965, which few, if any at all, gave any chance of survival, but was by 1990 celebrating its transformation from a “third to a first World nation”. A developmental state was at the heart of Singapore’s transformation process. A state that not only has the capacity to govern and innovatively mobilize adequate resources for development purposes, but put the issue of human capital development at the centre of economic and social transformation.

Africa at independence, started on a better footing than many of the East Asian countries that we now celebrate. GDP growth rate in Africa was on the average of 5.7 percent from 1960 to 1970, and 10 of the fastest growing economies in the World from 1967 to 1980 were in Africa with no less than 6 percent annual growth rate. These include Botswana (14%), Gabon (8%), Lesotho, Kenya, Cote D’Ivoire and Seychelles (7% each), Swaziland, Congo Brazzaville and Nigeria (6% each).

At this period, the inherited colonial public service though highly bureaucratic, with redtapism and emphasis on procedure and rules, was no less efficient and delivered public goods, creditably well. The state in a number of instances had developmentalist orientation, contrarily to what extant literature suggests that developmentalism was never part of the political discourse and governance vision in post-colonial Africa. The massive expansion of public goods and services, the huge investments in public education from primary to tertiary level, and attempts at promoting science and technology on the continent were testimonies both to the capacity of the public service and the developmentalist orientation of the state.

If Africa by the 1970s had the stead of “economic take-off”, to borrow the words of Walter Rostow, then what possibly went wrong by the 1980s? In answer to this, let’s return back to the opening comments of Lee Kwan Yew. It was not so much the economic crisis that blighted Africa’s economic prospects, but more importantly, was the loss of policy space, ownership of development agenda and processes, the external engineering of policy options, and the accompanying approval and validation of those options. This was the experience of African countries during the Structural Adjustment (SAPs) years in the 1980s and 1990s, which some have aptly described as “Africa’s lost decades” or the “locust years”. To say it bluntly, during this period, Africa virtually lost the capacity to govern itself.

There was the virtual cannibalization of the state and its apparatus under the structural adjustment regime in Africa. The public service was viewed as one of the “rent-seeking” forces in the economy- bloated, expensive, inefficient, corrupt and extremely wasteful that required being downsized and disciplined in order for the market to have its way and operate efficiently. As a 1989 World Bank report noted, *“Weak public sector management has resulted in loss-making enterprises, poor investment choices, costly and unreliable infrastructures, price distortions (especially) over-valued exchange rates, administered prices, and subsidized credit and inefficient resource allocation”*. In short, the public sector was the albatross of economic progress in Africa.

However, the outcome of the public sector squeeze, we all know today. But contrary to the belief of an over-bloated public service, available data, even for that period suggests that Africa was the least governed continent with the lowest number of public sector employees in relation to the citizens (Mkandawire, 2009: 14). In the reform process, little attention was paid to the issues of bureaucratic quality, standards, incentives and motivation and efficient performance.

Structural Adjustment introduced institutional reforms in the public sector, which were geared in two major directions. First, was to boost the restraining arms of the state (independent Central Banks, courts, police, accounting tribunals, anti-corruption commissions etc) rather than the transformative arm of the state (the so called spending ministries in charge of social services, industry, agriculture, infrastructure, etc) (Mkandawire, 2014:174). Second, was to downsize and introduce market or corporate principles in the governance of the public sector as espoused in the “New Public Administration”.

Introducing market principles in the management of the public service may be good, but the truth is that the public service is what the name implies- a public service, not a market arena. The objective, logic, principles, operation and mechanisms of the public service cannot be easily equated with that of a private corporate body solely driven by profit motives. Public interest, and public good, empathy, and service are cardinal elements in the public service. The issues of access, affordability, quality, and standard are key elements in the provision of public goods and not tons of profits.

As the capacity of the state and public service waned in Africa, it was paradoxically being enhanced in many South East Asian countries. Singapore, South Korea, Malaysia and Taiwan were busy strengthening and re-inventing the state, and embarked on inward-looking economic strategies despite the fact that some of them adopted export led development path, invested massively in human capital and encouraged the growth of a domestic private sector. Consequently, as Africa’s growth slumped, these countries picked up remarkably. From 1965 to 1990, eight Asian countries- South Korea, Singapore, Hong Kong, China, Thailand, Malaysia, Indonesia, and Taiwan grew at an average of 5 percent annually. Indeed, China’s growth was double digit. More importantly, these countries diversified their economies by creating an industrial base.

Dear Participants, Distinguished Guests, Ladies and Gentlemen,

As you are all aware, in the last two decades, Africa has recovered from economic decline and grown at an average of about 5 percent. The continent, hitherto referred to as the “heart of darkness” by Joseph Conrad or the “lost continent” by the Economist Magazine, is now eulogized as the continent where the “sun shines bright”. While this is good news, but it is important for us as Africans not to have any illusion about this. In a qualitative sense, Africa has not made any progress. Africa today is back on the growth path it was in the 1960s to 1970s and its standard of living is just recovering to where it was then. As Thandika Mkandawire

(2014: 171) also observes, recovery should not be equated with “catching up”. Africa is far and far away from the other regions of the World.

“Catching up” for Africa will involve a process of structural transformation. Structural transformation is about shifting the structure of production from agriculture to industry and the service sector, and reducing the agricultural share of GDP and employment. Structural transformation for us in Africa, will involve a radical transformation of the agricultural sector from peasant, low yield and ineffective production, with high level of food insecurity in spite of our massive expanse of land, to one of modern agricultural production with high productivity, food security and the development of the agro-allied sector. Agriculture and our abundant natural resources as ECA argues, should power our industrialization process in Africa.

As such, while others walk, as Julius Nyerere once noted, Africa must run and jump. Agenda 2063 and its lofty goals provide us an opportunity to run and jump as a continent. Obviously, this is not the first development blueprint we have developed on the continent. There was the well crafted Lagos Plan of Action and the Final Act of Lagos, the African Alternative Framework to the Structural Adjustment Programme (ALF-SAP), the NEPAD document, and now Agenda 2063. While previous development blueprints have not realized their objectives, the time is auspicious now for Africa to take charge of its destiny. This is so for three reasons. First, Africa’s development partners have come to a painful realization that externally imposed economic policy packages do not work. Second, Africa is in a time of recovery, and with some space for independent actions and policies. Third, the World itself is in a process of transition characterized by economic uncertainties and meltdown in many developed countries. If Africa is smart and proactive, this is the time to change the course of history for the continent.

Agenda 2063 invites Africa to take charge of its destiny. Its vision is to build “an integrated, prosperous and peaceful Africa driven by its own citizens and representing a dynamic force in the global arena”. It envisages an Africa, which by “2063 will be amongst the best performers in the global quality of life measures, its GDP will be proportionate to its share of the World’s population and natural resource endowments, and with economies that are transformed through science, technology, innovation, and competitiveness”. High standard of living, quality and accessible education for all, healthy and well nourished citizens, modern and livable habitats, agricultural transformation and industrialization are some of the lofty goals set by Agenda 2063. No doubt, Agenda 2063 fast-tracks Africa into the future that we want to live in.

Agenda 2063 also makes it abundantly clear, that for Africa to leapfrog into the future a developmental state with strong institutions and transformative leadership is a ubiquitous necessity. As the document puts it, “Africa would be a continent where institutions are at the service of its people- strong institutions in place to enhance citizens’ participation in development and in economic governance management. Competent and neutral bureaucracy based on merit..... In short, the continent would be characterized by capable, democratic and developmental states”. That is the future that Agenda 2063 invites us to.

Dear Participants, Distinguished Guests, Ladies and Gentlemen,

Let me be clear, a developmental state is not a regime type; it is about vision, institutions, processes, and outcomes. That is why different forms of political regimes- authoritarian, democratic, and hybrid regimes can promote developmentalism. The Asian model was largely of an authoritarian type; while the Scandinavian model was mostly the democratic type. For us in Africa, the authoritarian model is a non-starter. This is because decades of authoritarian rule in Africa neither produced development nor democracy; rather it terribly impoverished the people and the continent. More so, Africa and Africans have invested too much energy and scarce resources in democratic struggles, that reversing the democratic gain is not an option for us. As such, the path open to us, which Agenda 2063 makes clear is of a democratic developmental state.

A democratic developmental state is a state that authoritatively allocates resources in a democratic way towards the prime goal of economic development, and is able to design effective instruments, policies and implementation machinery to achieve the goal of industrialization and accelerated economic development. It has six major components. A visionary and transformative leadership, a strong and usable bureaucracy, relative state autonomy to make binding decisions and implement them, a framework of development planning, a national vision/ideology, which may be nationalist in nature and a strong developmentalist coalition. The public bureaucracy is at the heart of a developmental state. A visionary leadership will falter if not backed by a strong and effective public bureaucracy; likewise, there cannot be any development planning and implementation without a public bureaucracy. State autonomy is also impossible without a strong, impartial and efficient public service. As such, the entire architecture of a developmental state rests on the foundation of a strong public bureaucracy and transformative leadership.

The role of agency is very important in national transformation. A developmentalist coalition of a critical mass of the political leadership/political class, the public bureaucracy, the academia, and the private sector will be central to economic transformation in Africa. The political leadership will provide vision and direction; the academia will articulate ideas and alternative policy options; the public bureaucracy will elaborate, implement and monitor policies; while the private sector will create jobs and grow the economy. Foreign investment is good, but domestic capital and entrepreneurs will be central to sustained economic growth. The state must of necessity seek to grow the domestic private sector.

There can neither be a one size-fits- all for the reform of the public service in Africa as was witnessed in the 1980s, nor can externally grafted reforms transform the African public service. Nonetheless, reform is imperative for us to create a smart and developmentalist public service that will not only adequately comprehend the dynamics of change that we are confronted with in our countries, the region and the World but also respond to them in a proactive, and informed way. Neither Agenda 2063 nor Agenda 2030- the UN Sustainable Development Goals

or the lofty objectives outlined in the African Charter on the Values and Principles of Public Service Administration can be achieved in African countries without a smart, developmentalist public service.

In a technologically driven World, let me provoke some questions, that could form part of our debate and discussion in the course of this conference;

1. How do we construct a developmental public service in Africa that can be the anchor of a developmental state with a high performance culture?
2. What is the optimal size of the public service that can deliver efficient, effective and prompt services to the people?
3. How will the revolution in information technology and technological innovation in service delivery impact on the size and functioning of the public service?
4. What is the nature of the incentives and sanctions regime that will make the public service perform optimally?
5. How should the sub-national public service, especially the local governments, often neglected in the discourse of the public service, be equally reformed to respond efficiently to local needs and demands?

Dear Participants, Distinguished Guests, Ladies and Gentlemen,

I am hopeful that the next four to five days will elicit adequate response and many more to the questions raised. I wish you very successful deliberations and thank you all for your kind attention.

## **Speech by Thecla Walter Shangali,**

### **AAPAM Jury Chairperson during the awarding of the 9<sup>th</sup> Innovative Management Award in Lusaka, Zambia**

The Representative of the Government of the Zambia

The President of AAPAM

Regional Vice Presidents

Honorable Ministers

Heads of African Public Services

Senior Officials from the Government of the Zambia

Chairpersons and Members of African Public Service Commissions

Permanent and Principle Secretaries

Partners

Fellow delegates

Good Evening

It is my privilege on behalf of the AAPAM Innovative Management Awards Jury, to deliver a few remarks before the presentation of the 9th Innovation Management awards in this 37<sup>th</sup> Annual Roundtable Conference held in Lusaka, Zambia.

Allow me to begin by thanking the AAPAM Executive Committee for entrusting the members of the jury with the noble task of adjudicating over the Innovative Management Awards for the next three years.

It is exciting to note that AAPAM introduced the Innovative Management Awards at the 27th Roundtable Conference held in Livingstone, Zambia in December, 2005.

The AAPAM Innovative Management Award is a continental award to honor public sector institutions and individuals who have made exceptional contributions in Public Administration and Management. The Award recognizes and publicizes innovations that enhance efficiency and effectiveness in service delivery. The objectives of the Award therefore is to promote innovation and facilitate the transfer of best practices as a way of improving the quality of Public Administration and Management in Africa.

## Fellow Delegates

Ten years later we are in the same country to honor the 9th Innovative Management Award winners. This is an indication that the Award programme has not only continued to foster innovation across the continent but also initiated country learning visits. The learning visits are opportunities for sharing experiences and adapting innovations to improve service delivery elsewhere.

Over the years, the award programme has grown to attract more participants of diverse institutions from all over the continent. While the programme enlisted fewer countries at the onset, ten years later we hereby affirm that we have received submissions from all the five regions of Africa.

## Fellow Delegates

I am happy to announce that for the 37<sup>th</sup> Roundtable Conference fifty-one (51) submissions from thirteen (13) countries have been received. The thirteen countries are Cameroon, Egypt, Ghana, Kenya, Mauritius, Rwanda, Sao Tome, Sierra Leone, South Africa, Swaziland, Tanzania, Uganda and Zambia.

Out of the fifty-one (51) submissions, the Jury of AAPAM shortlisted five (5) finalists on the based on the following criteria:

1. Innovation;
2. Relevance;
3. Significance;
4. Sustainability; and
5. Replication.

I must admit shortlisting the five finalist was a mammoth task for the Jury given the quality of submissions that we received.

Together with the five shortlisted finalists for the 37<sup>th</sup> Roundtable submissions, we had a sixth finalist from the 36<sup>th</sup> Roundtable conference who due to unavoidable circumstance could not make it to Morocco was also listed to join the team in the final interviews. However, like in the 36<sup>th</sup> roundtable conference, Tanzanian finalists from Decentralization of Land Administration Service were again unable to make it to this 37<sup>th</sup> Roundtable Conference.

In view of the fact that the sixth finalist still did not make to Zambia, the five (5) finalists were interviewed by the Jury on Sunday, 28<sup>th</sup> February, 2016 with a view of selecting the winner of the 9<sup>th</sup> AAPAM Innovative Management Awards.

Country	Name of organisation	Name of the project
Egypt	Central Agency for Organisation and Administration	The development and automation of government services as an entry for administrative Reforms
Ghana	Driver and Vehicle licencing Authority-DVLA, Planning , Monitoring and Evaluation	Computer Based Theory Test-CBT
Kenya	Ministry of Labour, Social Security and Services - Children Services Section	Community Based management Information Protection- Vurugu-Mapper
Rwanda	Judiciary of Rwanda	Electronic Filling System
South Africa	National Department of Health	Momconnect

#### Fellow Delegates

Allow me, at this point to share with the position of the jury with regard to this award. An innovation should fit within the following framework:

- i. a creative unique new idea successful implemented and tested to address problems faced by the public;
- ii. the implementation of the innovation should bring about effective organizational change;
- iii. the project should harness new technology to achieve organizational effectiveness for service delivery;

In summary, therefore, an project must be relevant to the organization`s vision and objectives. It should be sustainable with institutional resources besides having the potential of universal appeal, replication and transfer.

Further, the jury would highlight the following and challenges noted during the evaluation process;

- i. While we received submission from some Arab speaking country, participation francophone countries is still low. Consequently, there is a need to have translation services for the submissions and jury to encourage Arabic and French countries to participate.
- ii. The preliminary ranking of submissions should be done early and the shortlisted submissions be sent to the members of the jury in advance; and
- iii. Notably, out of the 51 submissions received, two countries (Rwanda and South Africa) had a total of 31 submissions. The remaining 11 countries had a total of 20 entries. We therefore urge other member countries to strongly market the award programme to increase their entries.

Generally, the Jury observed that a good number of submissions of innovations were based on Mobile and Information Technology. Projects demonstrated creative ideas for harnessing existing technology to generate solutions that promote efficiency, problem solving and significant positive impact on the public;

Fellow Delegates

The Jury believes that the five projects which are about to be presented to you can truly be considered innovative. To decide the winner, the Jury considered the extent to which each project met the evaluation criteria for the awards, ownership by the institutions, funding, period and scope of implementation, and how adequately it addressed the problem.

It is on this basis that we hereby proceed to announce the winner.

Before we announce the award winner I will call upon the guest of Honor ..... and the President of AAPAM, Dr. Msiska to join me and my fellow jurors on the podium.

I will now call upon Mr. Jere Mwila to announce the two finalist who have been awarded the glass trophies in recognition of the projects. (Pause for presentation)

I will now call Ms. Lydia Phalwane to announce the second runner up. (Pause for presentation).

I will now invite the two remaining teams to come to the front. (Wait for the two finalists to walk to the front)

The overall winner of the Gold Award is....

# APPENDIX IV

## **INVITATION TO 38<sup>TH</sup> ROUNDTABLE CONFERENCE**

**The 38<sup>th</sup> Roundtable Conference** will be held in El Jadida, Kingdom of Morocco, 6<sup>th</sup>-10<sup>th</sup> November 2017. The theme of the conference is: **“A Transformed Leadership: Managing Scarce National Resources to achieve the objectives of Africa Agenda 2063 and Sustainable Development Goals”**.

# APPENDIX V

## LIST OF PAST AAPAM CONFERENCES

	<b>Month &amp; Year</b>	<b>Venue</b>	<b>Theme</b>
1	Aug-78	Freetown, <b>Sierra Leone</b>	African Public Services: Prospects for the 1980's
2	Aug-79	Nairobi, <b>Kenya</b>	A Profile of the African Public Service in the 1980's
3	Sep-80	Victoria, <b>Seychelles</b>	African Public Services and Public Policy in the 1980's
4	Dec-81	Salisbury, <b>Zimbabwe</b>	Personnel Development Management and Utilisation in a Performance Oriented African Public Service in the 1980's
5	Nov-83	Arusha, <b>Tanzania</b>	The Changing Ecology of Public Administration and Management in Africa
6	Dec-84	Blantyre, <b>Malawi</b>	Public Enterprises Versus Privatisation: Which Way for Africa
7	Dec-85	Accra, <b>Ghana</b>	Food Crisis in Africa: Policy & Management Issues
8	Dec-86	Maseru, <b>Lesotho</b>	Policy and Management Issues in the Transport Sector
9	Dec-87	Gaborone, <b>Botswana</b>	African Crisis, Structural Adjustment and Impact on Responses by Public Administration and Management in Africa
10	Nov-88	Kampala, <b>Uganda</b>	Human Resource Development and Employment: Policy and Management Issues
11	Dec-89	Victoria, <b>Seychelles</b>	Towards Enhancing Entrepreneurship in African Public and Private Sectors
12	Dec-90	Abuja, <b>Nigeria</b>	Mobilising the Informal sector and NGO's for Recovery Development: Policy and Management Issues
13	Dec-91	Mbabane, <b>Swaziland</b>	Ethics and Accountability in African Public Services
14	Dec-92	Arusha, <b>Tanzania</b>	Managing Science and Technology Policy in Africa

15	Jan-94	Banjul, The <b>Gambia</b>	Political Pluralism and Good Governance in Africa: Implications for the Public Service
16	Nov-94	Nairobi, <b>Kenya</b>	Mobilisation and Utilisation of Resources for Effective Performance in the Public Service
17	Mar-96	Cairo, <b>Egypt</b>	Civil Service Reform in Africa: Past Experiences and Future Trends
18	Mar-97	Nairobi, <b>Kenya</b>	Decentralisation as a Principle of Democratic Governance in Africa: Issues and Options
19	Nov-97	Gaborone, <b>Botswana</b>	Preparing African Public Administration and Management for the 21st Century
20	Nov-98	Nairobi, <b>Kenya</b>	Public -Private Sector Partnership: the Path to Africa's Accelerated Development
21	Nov-99	Kampala, <b>Uganda</b>	Quality Management Assurances in Africa
22	Nov-2000	Victoria, <b>Seychelles</b>	Good Governance in Africa
23	Mar-02	Abuja, <b>Nigeria</b>	Managing Change in a Globalizing Economy
24	Nov-02	Maseru, <b>Lesotho</b>	The African Public Service in the 21st Century
25	Apr-04	Banjul, The <b>Gambia</b>	The Role of Public Service in Poverty Reduction Strategies: Challenges and Solutions
26	Mar-05	Mombasa, <b>Kenya</b>	The Enabling State and the Role of the Public Service in Wealth Creation: Problems and Strategies for Development in Africa
27	Dec-05	Livingstone, <b>Zambia</b>	Harnessing the Partnership of the Public and Non-State Sectors for Sustainable Development and Good Governance in Africa: Problems and the Way Forward
28	Dec 06	Arusha, <b>Tanzania</b>	Towards an Effective Delivery of Public Services in Africa
29	Sep 07	Mbabane, <b>Swaziland</b>	Political and Managerial Leadership for Change and Development in Africa
30	Oct 08	Accra, <b>Ghana</b>	Enhancing the Performance of the Public Service in a Developmental State
31	Sept 2009	Nairobi, <b>Kenya</b>	The World Economic Crisis: Challenges to the African Public Administration Systems
32	Nov 2010	Durban, <b>South Africa</b>	Repositioning the African Public Services for the Realization of National Visions
33	Nov 2011	Lilongwe, <b>Malawi</b>	Strengthening Citizen Engagement through Decentralization to Enhance Public Service Delivery in Africa

34	Nov 2012	Zanzibar, <b>Tanzania</b>	Performance Management for Improving Public Service Delivery in Africa
35	Nov 2013	Kigali, <b>Rwanda</b>	Quality Leadership for Effective and Efficient Management of Public Service in Africa
36	Mar-2015	Rabat, Kingdom of <b>Morocco</b>	Effective Partnerships for Citizen Centred Sustainable Development
37	March-2016	Lusaka, <b>Zambia</b>	Transforming Public Administration and Management (PAM) in order to contribute towards the Agenda 2063 within the context of the Sustainable Development Goals".

# APPENDIX VI

## CONFERENCE PROGRAM

Date: 29<sup>th</sup> February – 4<sup>th</sup> March 2016

Venue: Mulungushi International Conference Centre. Lusaka Zambia

<b>SATURDAY 27<sup>th</sup> FEBRUARY 2016</b>		
<b>TIME (HRS)</b>	<b>ACTIVITY</b>	<b>VENUE</b>
	<b>ARRIVAL OF DELEGATES</b>	Mulungushi International Conference Centre. Lusaka Zambia
0900 – 1800	Registration of Delegates	
0900 – 1300	AAPAM Executive Committee Meeting	
1400 – 1500	Meeting of AAPAM Executive Committee and National Organizing Committee(NOC)	
1500-1700	Meeting of Rapporteurs	
<b>SUNDAY 28<sup>th</sup> FEBRUARY 2016</b>		
0900 – 1000	Meeting of the Jury for AAPAM Innovative Management Awards	Mulungushi International Conference Centre. Lusaka Zambia
1000-1800	Registration of Delegates	
1400 – 1800	Meeting of AAPAM Executive Committee, Council and Development Partners-UNDESA	
1400 – 1800	Exhibition Booths set up	
<b>DAY 1: MONDAY 29<sup>th</sup> FEBRUARY 2016</b>		
<b>Theme of the day- Transformation Leadership sponsored by the Eastern and Southern African Management Institute (ESAMI)</b>		
<b>ESAMI</b>		
<b>Official Opening and welcoming</b>		
<b>TIME (HRS)</b>	<b>ACTIVITY</b>	<b>VENUE</b>
0700 – 0800	Arrival of delegates and Late registrations	Mulungushi International Conference Centre. Lusaka Zambia
0800-0815	All delegates seated	
		<b>Director of Programme, Dr. Velepi Mtonga</b>

0815-0845	Arrival of Senior Government Officials, Diplomatic Corps, Ministers and other VIPs	Mulungushi International Conference Centre. Lusaka Zambia <b>Director of Programme, Dr. Velepi Mtonga</b>
0900-0915	Arrival of the Guest of Honor The President of the Republic of Zambia, His Excellency <b>Mr. Edgar C. Lungu</b>	
0915–0925	National Anthem and Prayer	
0925-0945	Welcome Note and Message from AAPAM President , <b>Dr. Roland Msiska</b>	
0945- 0950	Welcoming the Guest of Honor by Dr. Roland Msiska	
0950-1020	Opening Speech by the President of the Republic of Zambia, His Excellency, <b>Mr. Edgar C. Lungu</b>	
1020-1030	Group Photo	
<b>1030-1100</b>	<b>Refreshments</b>	
1100-1105	Welcoming the Key Note Speaker by <b>Mr. G.K. Scott</b>	
1105- 1130	Keynote Address by <b>Prof. Adejumobi</b> - Director Southern Region United Nations Economic Commission for Africa (UNECA)	
1130 –1200	Messages of Solidarity from Development Partners– Dr. John- Mary Kauzya- United Nations Department of Economic and Social Affairs (UNDESA)  Prof. Bonard Mwape- Director General of the Eastern and Southern African Management Institute (ESAMI)  Dr. Ernest S.A. Surrur- President Africa Cabinet Government Network (ACGN)  Sir Ifeanyi Emmanuel Odogwu- Expert the African Training and Research Centre in Administration for Development (CAFRAD.)  Dr. Steve Troupin- International Institute of Administrative Science (IIAS)  Amr Kamel – Director Enterprise and Partner Group West, East and Central Africa, Microsoft • Microsoft Demo	

TIME (HRS)	ACTIVITY	PRESENTER	SESSION CHAIR	Venue
1200-1230	<b>PLENARY 1</b>			
	1. Transforming Public Administration and Management in Africa	Prof. Dazydelian L Banda, Eastern and Southern African Management Institute (ESAMI)	Prof. Margaret Kobia Chairperson Public Service Commission <b>Kenya</b>	
1230-1300	Plenary Discussions			
1300– 1400	<b>Lunch</b>			
1400-1430	1. Transformational Leadership In African Public Services	Dr. Ludeki Chweya – Director General Kenya School of Government (KSG)  and Mr. Humprey Mokaya- Senior lecturer, Kenya School of Government (KSG)	Hon. Sezi Mbaguta Prisca Bessy Minister – <b>Uganda</b>	
1430-1500	<b>Discussions</b>			
1500– 1605	<b>Break Away sessions 1</b>			
	1. Managing Performance in Ethiopian Municipalities: Analysis of Technical Efficiency of Urban Water Services in Oromia National Regional State	<b>Bacha Kebede Debela</b> (Ambo University, Ethiopia)  and <b>Dr. Steve Troupin</b> (KU Leuven University, Belgium)	Mr. Pierre Vincent Ngambo Fondjo Secrétaire Général – <b>Cameroon</b>	

TIME (HRS)	ACTIVITY	PRESENTER	SESSION CHAIR	Venue
<b>Break Away sessions 2</b>				
The Role of Public and other stakeholders in transforming the African PAM				
	1. The Transformation of Public Administration and Management (PAM) in order to contribute towards the African Union 2063 Agenda	<b>Dr. Fayza Mahmoud Abd El Aal Affi</b> – (Egypt)	Mrs. Bridget Katsriku Chairperson Ghana Public Service- <b>Ghana</b>	
	2. The Essence of Transformational Leadership in Achieving State Capability	<b>Mr. Atolagbe Alege Gambari</b> (Nigeria)		
<b>Break Away sessions 3</b>				
The Nexus between Governance and Transformation of PAM in Africa				
	1. The Essence of Transformational Leadership in Achieving State Capability	<b>Mrs. Mamatebele Setefane</b> , (The Kingdom of Lesotho)	Mr. Titus M. Ndambuki Commissioner- <b>Kenya</b>	
	2. Transformation of public Administration and management toward an Africa of Good Governance	<b>Dr. Teferi Hailemichael</b> , (Ethiopia)		
	<i>N:B presenters take 20 minutes each and the remaining minutes are for discussions and recommendations</i>			
1605-1620	<b>HEALTH BREAK</b>			

<b>TIME (HRS)</b>	<b>ACTIVITY</b>	<b>PRESENTER</b>	<b>SESSION CHAIR</b>	<b>Venue</b>
1830 – 2000	Welcome Reception Hosted by the Government of the Republic of Zambia	Master of Ceremony		
<b>DAY 2: TUESDAY 1ST MARCH 2016</b>				
<b>ICT in Public Administration and Management sponsored by UNDESA</b>				
<b>TIME(HRS)</b>	<b>ACTIVITY</b>	<b>TITLE OF PAPER</b>	<b>SESSION CHAIR</b>	<b>Venue</b>
0830 – 0930	<b>PLENARY 3</b>			
	1. Comprehensive Public Service Transformation in Africa for effective integrated implementation of the 2030 Agenda for Sustainable Development: Learning from experiences elsewhere	<b>Dr. John-Mary Kauzya,</b> UNDESA	Prof. Gelase Mutahaba Prof. of Administration – <b>Tanzania</b>	
	2. Integrated Public Sector Planning for the implementation of the 2030 Agenda for Sustainable Development Lessons learned from UNDESA support to Developing countries	<b>Mr. Seleshi Bekele Awulachew,</b> IRA, DSD/DESA		
0930 – 1000	Discussions			

<b>TIME (HRS)</b>	<b>ACTIVITY</b>	<b>PRESENTER</b>	<b>SESSION CHAIR</b>	<b>Venue</b>
1000 – 1030	<b>HEALTH BREAK</b>			
1030 – 1230	<b>Specialized Parallel Session</b>			
	<p><b>Africa Public Sector Human Resource Managers' Network (APS-HRMnet)</b></p> <p>1. Strengthening the Role of Public Sector Human Resource Managers in the Transformation of Africa's Public Administration to implement the 2030 Agenda for Sustainable Development", APS-HRMnet, and AAPAM</p>	<p><b>UNDESA/ Dr. John-Mary Kauzya,</b> UNDESA</p> <p><b>Dr. Mataywa Busieka (PhD),</b> Department of Public Service Administration (DPSM), South Africa</p>	UNDESA	
	<b>Young Professionals Network (YPN) session</b>			
	<p>1. The African Charter as an Enabling Framework for the Transformation of Public Service and Administration in Africa</p> <p>2. Discussions YPN – Programmes</p>	<p>United Nations Department of Economic and Social Affairs</p> <p>Dr. Ernest S.A. Surrur- President Africa Cabinet Government Network (ACGN)</p>	YPN	
	<b>Cabinet Secretaries / Heads of Public Service</b>	<b>Prof. Malcolm Wallis</b>	Dr. Roland Msiska AAPAM president	

TIME (HRS)	ACTIVITY	PRESENTER	SESSION CHAIR	Venue
	<b>Academia/ Research Session</b>			
	1. Constitutions and the Transformation of Local Government: A Review of Three African States		Prof. Bonard Mwape Director General, ESAMI	
	Discussion on Transforming African public administration through research			
1000- 1600	<b>Interviews for Finalists- AAPAM Innovative Management Award</b>	AAPAM Secretariat	Mrs. Thecla Shangali, IMA Jury Chairperson, <b>Tanzania</b>	
1230-1330	<b>Lunch</b>			
1330- 1430	<b>Report from the Specialized Parallel Session</b>			
	1. Africa Public Sector Human Resource Managers' Network (APS-HRMnet)		Mr. Mashwahle Diphofa Director General (DPSM) – <b>South Africa</b>	
	2. Young Professionals Network (YPN) session			
	3. Cabinet Secretaries / Ministers/ Heads of Public Service			
	4. Academia/ Research session			
14:30-14:40	<b>Interlude break for ten minutes</b>			

<b>TIME (HRS)</b>	<b>ACTIVITY</b>	<b>PRESENTER</b>	<b>SESSION CHAIR</b>	<b>Venue</b>
1440 – 1540	<b>Plenary session</b>			
	Public Administration sponsored by the United Nations Economic Commission for Africa (UNECA)			
	1. The Role of Public Private Partnerships in transforming the African PAM	<b>Mr. Kelvin Esiasa</b> (Zambia)	Dr. Gologo Yaya Secrétaire Général – <b>Mali</b>	
	2. Comment devient-on un bon fonctionnaire, honnête, engagée, compétent, professionnel et éthique?	<b>Dr. Zarrouk Najat,</b> (Morocco)		
1540-1610	Discussions			
1610 – 1700	<b>Country case study breakaways</b>			
	<b>Break Away session 1</b>			
	1. Utilisation Du “Parterant Public Prive” Comme Outil D’amélioration De La Gouvernance : Experiences Dans Certaines Villes Du Cameroun	<b>Faustin Clovis Noundjeu</b> (Cameroon)	Mr. Atif Mohamed Ahmed National Council for Training – <b>Sudan</b>	
	<b>Break Away session 2</b>			
	1. Local Government And National Development : An Assessment Of The Adentan Municipal Assembly In Ghana	<b>Patrick Tandoh Offin</b> (Ghana)	Ms. Catherine Bitarakwate Musingwwire Permanent Secretary – <b>Uganda</b>	

<b>TIME (HRS)</b>	<b>ACTIVITY</b>	<b>PRESENTER</b>	<b>SESSION CHAIR</b>	<b>Venue</b>
	<b>Break Away session 3</b>			
	<p>1. Examining Transformation of the Public Machinery in the Context of Public Ethical Values in Malawi: Reforms or Deforms?</p> <p><i>N:B presenters take 25 minutes each and the remaining minutes are for discussions and recommendations</i></p>	<p><b>Mr. Happy Kayuni-Associate Professor,</b> (Malawi)</p>	<p>Prof. Kwamena Ahwoi Professor of Governance- <b>Ghana</b></p>	
1700-1720	<b>Health break</b>			
1720- 1820	Innovator's Panel			
	<p>Innovations and creativity in the Public Service: Imperatives for improved service delivery and achievement of SDGs</p>	<p>AAPAM and United Nations Public Service Awards Winners from Korea, and Kenya</p>	<p>Dr. John Mary Kauzya UNDESA- <b>USA</b></p>	
1820-1930	<b>AAPAM Council Meeting</b>			

TIME (HRS)	ACTIVITY	PRESENTER	SESSION CHAIR	Venue
<b>DAY 3 : WEDNESDAY 2<sup>ND</sup> MARCH 2016</b>				
<b>Public Private Partnership to Transform Public administration sponsored by Microsoft East &amp; Southern Africa</b>				
TIME (HRS)	ACTIVITY	PRESENTER	SESSION CHAIR	Venue
0830 – 0945	<b>PLENARY 4</b>			
	1. Cybersecurity & Digital Crimes Unit	<b>Robin Wright</b> - Director of the Cybersecurity Global Practice for Europe, Middle East & Africa and Asia, Microsoft & Marius Hermann - Advocate - Digital Crime Unit - Middle East & Africa	Prof. Tunji Olaopa- <b>UNECA</b>	
	2. Service delivery model slide	<b>Joel Gachomo</b> –Southern Africa Regional Director for Techno Brain Group, Microsoft		
0920 – 1000	Discussions			
1030 – 1100	<b>Health Break</b>			
1100 – 1215	Presentations			
1215-1300	Discussions			

<b>TIME (HRS)</b>	<b>ACTIVITY</b>	<b>PRESENTER</b>	<b>SESSION CHAIR</b>	<b>Venue</b>
	<b>Parallel Sessions</b>			
	1. Public Safety and National Security	Sergio Sicbaldi- Senior Business Development Manager - Public Sector, Middle East & Africa, Microsoft	Mr. Roger Angsomwine Secretary to Cabinet, <b>Ghana</b>	
	2. Revenue Management System for Local Governments	Adewale Grillo –Country Director Techno Brain Zambia Microsoft	Mr. Vincent Opio Lukone Deputy Head of Public Service and Deputy Secretary to Cabinet – Uganda	
	3. Government Solutions and Cloud	<b>Simon Bradford-</b> Cloud Technologies Director, Public Sector, Middle East & Africa, Microsoft	Mr. Ashis Kumar Hoolas Permanent Secretary- <b>Mauritius</b>	
1300-1345	<b>Lunch</b>			
1345 -1515	Presentation By AAPAM IMA Finalists		Jury Chairperson	
1515–1600	Regional meeting with vice presidents  National Meeting with national chapters		Dr. Roland Msiska AAPAM President	
1600-1620	<b>Health Break</b>			
1900 -2100	<b>DINNER AND CULTURAL EVENING</b>  Presentation of AAPAM Innovative Management Awards		AAPAM	

**DAY 4: THURSDAY 3<sup>RD</sup> MARCH 2016**

TIME(HRS)	ACTIVITY	PRESENTER	SESSION CHAIR	Venue
0800– 0900	The Nexus between Governance and Transformation of PAM in Africa- Conceptual Piece	Prof. Tunji Olaopa- (Nigeria)	Dr. Ernest Surrur Secretary to Cabinet and Head of Public Service – <b>Sierra Leone</b>	
	The Nexus between Governance and Transformation of PAM in Africa- Case Study			
0900-0930	Discussions			
0930 - 1000	<b>Health Break</b>			
1000 - 1800	EXCURSIONS		NOC Zambia	

**DAY 5: FRIDAY 4<sup>TH</sup> MARCH 2015**

TIME(HRS)	ACTIVITY	PRESENTER	SESSION CHAIR	Venue
0830- 0910	Reports from the Regional/National chapters meetings		Mr. Nana Agyekum Dwamena, Head of Civil Service- <b>Ghana</b>	
0910-0930	Summary of Microsoft break away	Sebuh Haileleul	Microsoft	
0930 – 1030	<b>African Ministers Panel</b>	Senior Political and Managerial Public Servants and the implementation of the 2030 Agenda for Sustainable Development  <b>Sponsored by AAPAM and UNDESA AND Africa Cabinet Government Network (ACGN)</b>	Dr. Roland Msiska AAPAM President	
	1. Opening by Chair			
	2. Ministers interventions			
	3. Questions from the floor			
1030 – 1100	<b>HEALTH BREAK</b>			

<b>TIME (HRS)</b>	<b>ACTIVITY</b>	<b>PRESENTER</b>	<b>SESSION CHAIR</b>	<b>Venue</b>
1100 – 1200	Presentation and Discussion of Conference Communiqué	Chief Rapporteur – Dr. Mataywa Busieka, Department of Public Service Administration (DPSM), South Africa	Mr. Ndashe Yumba Permanent Secretary, Cabinet Office, <b>Zambia</b>	
1200 – 1300	<p><b>CLOSING CEREMONY</b></p> <ul style="list-style-type: none"> <li>• Vote of Thanks by Delegates Representative</li> <li>• Invitation to the 38th AAPAM Roundtable Conference</li> <li>• Closing Statement by the AAPAM President</li> <li>• Closing of the Conference by an Official from the Government of Zambia</li> </ul>		Master of Ceremony	
<b>1300- 1330</b>	<b>Press Briefing</b>			
<b>1300 – 1400</b>	<b>LUNCH AND DEPARTURE</b>			
<b>THANK YOU GOVERNMENT AND PEOPLE OF THE REPUBLIC OF ZAMBIA</b>				

# APPENDIX VII

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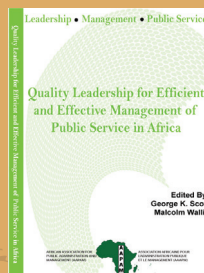


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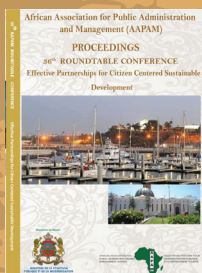
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