



AFRICAN ASSOCIATION FOR
PUBLIC ADMINISTRATION AND
MANAGEMENT (AAPAM)



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

Aide Memoire



**Mulungushi International Conference Centre,
Lusaka, Zambia**

**AFRICAN ASSOCIATION FOR PUBLIC
ADMINISTRATION AND MANAGEMENT (AAPAM)**

AND

THE GOVERNMENT OF THE REPUBLIC OF ZAMBIA

**THE 37th AAPAM Annual Roundtable Conference,
LUSAKA, ZAMBIA
FEBRUARY 29th February to 4th March 2016**

Theme:

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

1. INTRODUCTION

In spite of accelerated efforts to meet the targets of the Millennium Development Goals to halve poverty by 2015, much of Africa continues to experience deepening levels of poverty. The rapid pace of globalisation and its associated negative effects have strained the already limited capacities and disabled most countries from optimising the opportunities created by a globalised world. African people have become more aware, more expectant and in fact, more assertive in demanding increased accountability and greater participation in decision-making processes and in the delivery of public services.

African leaders joined their counterparts in New York in September, 2015 and adopted the 2030 Agenda for Sustainable Development which in essence is a plan of action for people, planet and prosperity and also seeks to strengthen universal peace and partnerships. But most importantly this plan of action, with its 17 Sustainable Development Goals (SDGs) and 169 targets, recognises that eradicating poverty in all its forms and

dimensions, including extreme poverty, is the greatest global challenge and an indispensable requirement for sustainable development. The African Association for Public Administration and Management (AAPAM), its associates and fraternity believe that this action plan will be effectively implemented to achieve Sustainable Development in Africa, when implemented with the support of robust governance, public administration and management in Africa. This important development explains and justifies the theme for the 37th Round Table Conference namely:

“Transforming Public Administration (PAM) in Africa in order to contribute towards the attainment of the Agenda 2063 within the context of the Sustainable Development Goals”

The combination of factors such as multiple global policy imperatives like those made in multi-lateral international organisations; shifts in the global socio-economic and trade configuration whose outcome are the entrenchment of a marginalised Africa; and existing imperatives to govern effectively and efficiently, has created an urgency to improve the African state’s capacity and capability.

More than ever, African is under scrutiny and pressure to demonstrate practical action to divest itself from the course of under-development and stagnation into a path of sustained development. It therefore becomes imperative for African states to be equipped with abilities to flexibly and proactively make definitive choices that are in the interest of its long term and sustained development. These far reaching goals point towards the need to transform the African Public Administration and Management and hence the relevance of this discourse.

2. RATIONALE AND JUSTIFICATION FOR THE THEME

The African Union Agenda 2063 (AU Agenda 2063: 2014) envisions an Africa that is a continent where the institutions are at the service of its people – strong institutions in place to enhance citizens’ participation in development and in economic and governance management. This is in line with Goal 16 of the 2030 Agenda for Sustainable Development which puts emphasis on building “effective, accountable and inclusive institutions at all levels”. The plan also has a vision of a competent, professional and neutral bureaucracy based on merit to serve the continent and deliver effective and

efficient services. The AU dreams of an Africa whose institutions at all levels of government will have the capacity to prioritize, design, implement and monitor development activities in an accountable manner, and with full participation of the people. In short, Africa’s vision 2063 foresees a continent characterized by capable democratic and developmental states whose local level communities will not only be responsible for their own development but will also have their fair share of the exploitation of natural resources and will deploy them for the benefit of all by 2025

Goal 10 of the AU Plan of Action seeks to put capable institutions and transformative leadership in place at all levels by 2063. To attain this goal, the vision statement obligates African countries to address two priority areas and indicative strategies namely: put development management institutions in place and ensure these are at the service of the people and harness participation in all aspects of local governance and put in place capacity to manage disasters. Other interventions include developing policies and programmes for efficient and effective service delivery of public institutions as well as ensuring participation in all aspects of local

governance and promotion of policies for stakeholder participation in local governance. In other words, in order for Africa to achieve the lofty goals it has set for itself, there has to be a fundamental transformation of the African public administration and management. It is trite that without capable states all developmental efforts will come to nought. Therefore the debate on the transformation of the African public administration and management has never been this relevant.

3. CONTEXTUAL ORIENTATION AND BACKGROUND

The 37th AAPAM Roundtable Conference theme is significant as it comes when the African Union (AU) Heads of State and Government Summit held in Kampala, Uganda in July 2010 declared a decade of shared values among African countries. In this respect, the Summit welcomed the efforts deployed by the Conference of African Ministers of Public Service to promote and implement the African Union Vision on Public Service in the Continent. The AU appealed to member states to be more committed to the implementation of this programme that will drive the long-term strategy of African Ministers of Public Service in Africa for sustainable development.

Central to the theme of shared values is the quest for a framework to guide the transformation of the African Public Service for efficient and effective service delivery. This is where the African Public Service Charter on Principles and Values comes in handy. The ratification and subsequent implementation of the African Charter by member states will go a long way to augment efforts towards the realization of the African Union's decade of shared values and hence the concomitant transformation of the African public administrations.

Donald Kettl (2002) famously said: "if men were angels, no Government would be necessary. If angels were to govern men, neither external nor internal controls on Government would be necessary. In framing a Government which is to be administered by men over men, the great difficulty lies in this: you must first enable the Government to control the governed; and in the next place oblige it to control itself". There is an almost universal consensus that without an effective state, sustainable economic and social development is impossible. This thinking has been accompanied by a gradual reinvention of the African state, which has become increasingly, more tolerant of the

involvement of other actors in the continent's development endeavours, including civil society and the private sector (AU Agenda 2063: 2014)

The need to transform and capacitate the public administration and management is judiciously captured in the United Nations General Assembly resolution which noted way back in 1996 that: "...recognizes that there is a need for public administration systems to be sound, efficient and well equipped with the appropriate capacities and capabilities through, *inter alia*, capacity-building, promotion of transfer, access and utilization of technology, establishment or improvement of training programmes for public service, strengthening of partnership of the public sector with the private sector and civil society, as well as providing an enabling environment for private sector activities, as appropriate, promotion of the role and involvement of women in public administration, development of cross-sectoral gender-sensitive and multidisciplinary capabilities, which supports all phases of the development process as well as the promotion of opportunities for all to participate in all spheres of the public sector" (UNGA: 225/96). This resolution no doubt vividly delineates

key markers for the transformation of public administration and management.

The African Union acknowledges that beginning in the late 1980s, a confluence of external and internal forces heralded remarkable transformations, both in Africa's governance and peace and security landscapes. In the area of governance, notwithstanding the persistence of a number of challenges, majority of African states have considerably improved political accountability, public service delivery and administration, devolved power to the local governance structures and a culture of regular competitive elections is progressively taking root (AU Agenda 2063: 2014). Despite this commendable progress, numerous challenges remain, including the slow pace of implementation of continental and regional norms on governance; as well as recurrent election related violence. This calls for visionary and transformative political leadership combined with vibrant citizen engagement if the noble ideals of African Agenda 2063 are to be realised.

4. The OBJECTIVES OF THE ROUNDTABLE CONFERENCE

As Africa forges ahead with diverse developmental programmes to lift many from the shackles of grinding poverty and underdevelopment, calls are ringing out for a public administration that has been transformed into an effective, coherent, representative, competent and democratic instrument for implementing government policies and meeting the needs and aspiration of the African people as encapsulated in the African Agenda 2063 as well as in the 2030 Agenda for Sustainable Development. In view of this imperative, the key objective of the 37th Roundtable Conference is to discuss and propose concrete interventions towards transforming the African public administration and management that is central to the realization of the African Agenda 2063 vision and the 2030 Agenda for Sustainable Development.

4.1 Other objectives of the Conference are:

- a) To conceptualise with a view to explaining and giving meaning to the idea of transforming the African public administration and management
- b) Assess and establish the state of the African public service with a view to propose further improvement measures to

underpin the transformation initiatives

- c) Give insight into and outline the best practice for transforming Africa's public administration and management through highlighting successful best practices in Africa and elsewhere globally
- d) Prepare a conference report with recommendations that encapsulate the best avenues for transforming the African public administration and management as key to unlocking the African developmental agenda as elaborated in the Agenda 2063 vision.

5. EXPECTED OUTCOMES

At the conclusion of the Conference, delegates should 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 as well as in 2030 Agenda for Sustainable Development. Delegates will also appreciate 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. Importantly, delegates will learn and hopefully internalise the best approaches available towards the realization of a transformed African public administration and management.

6. ROUNDTABLE SUB-THEMES

6.1 Transforming Public Administration and Management in Africa: Theoretical framework

This input will set the tone for the conference by constructing the theoretical framework for the conference. For example Donald Kettl (2002) contends that the theory of public administration has long been based on the notions of hierarchy and authority. However, he adds, the way managers actually manage is increasingly at odds with the theory. He says further that the growing gap between theory and practice poses enormous challenges for managers in determining how best to work. Contributors will give an insight on how true this statement is and diverse ways on how best to reconcile theory and practice.

6.4 The nexus between Governance and Transformation of PAM in Africa

Deficits in governance, in the form of weak institutions, unaccountable leadership, constricted political spaces and non-inclusive democratic processes

were, for so many years, defining features of many African states. Governance without effective implementation renders nugatory the intent of policy in as much as unaccounted for investment into government projects is a scar on the democratic edifice. Effective implementation is therefore no accident but rather a function of governance gone right. The central thrust of this contribution is to say that an effective public administration machinery is an imperative requisite for good governance. Good governance also implies accountability, transparency, participation, openness and the rule of law. Inputs in this segment will highlight that good governance graduates from the concept of governance. Good governance includes the strengthening of public institutions toward an improved quality of management at all level. Since governance is the process of decision-making and good governance is the quality and level of the process by which decisions are implemented, it suffices to posit that the transformation of Africa's public administration and management augurs well for good governance.

6.5 E-governance and e-government as necessary tools for transforming the PAM

It is the object of administrative study to discover, first, what government can properly and successfully do, and, secondly, how it can do these proper things with the utmost possible efficiency and at the least possible cost either of

money or of energy (Kettl: 2002). The practice of deploying new technologies to enhance and bring services closer to the users has gained currency and incrementally so in the 21st century.

This contribution will demonstrate that malleable tools like cell-phones are now easily harnessed as effective pipelines for delivery of services to communities. Such diverse deployment of new technologies challenges government and society to adjust and change approaches to public administration and management. The input will assess the level of deployment of ICT as a public administration and management transformation catalyst and suggest how best to achieve better results using this important innovation. The United Nations e-government Survey Report for 2014 points out that progress on e-government in Africa remains relatively slow and uneven putting only six African countries among the top 50 in the world. The report also notes that “while the general e-government trends in Africa seem to be inclined towards mobile government initiatives and social media strategies, it is also advisable for policy makers to explore e-government on a more fundamental level through adjusting legislation and policies to encompass technology in national development strategies and welcoming new ideas and ways of connecting with citizens”¹. This problematic approach to developing e-

¹ United Nations Economic and Social Affairs: United Nations E-Government Survey 2014: E-government for the Future we want: (UNDESA, New York, 2014 p 21 – 22)

government to improve and enhance performance of government in serving citizens will be explored during the Roundtable conference.

6.6 The essence of transformational leadership in achieving state capability

It is safe to argue that if Africa is to realise a transformed public administration and management then this transition has to be led by transformational leadership. These calibre of leaders will identify the needed change, create a vision to guide the change through inspiration, and execute the change in tandem with committed and engaged citizenry. Transformational leadership is required to impact change in individuals and social systems by creating valuable and positive change in the citizens with the end goal of developing people into leaders.

This input will demonstrate that transformational leadership will enhance the motivation, morale and performance of the administration through a variety of mechanisms. These mechanisms include connecting the administrators and managers to a sense of identity to the collective identity of the organization. They need to be role models for followers that inspire them; challenging the administration and management to take greater ownership for their work, and understanding the strengths and weaknesses of the administration and management, thereby aligning public

servants with tasks that optimize their performance.

6.7 The role of Public Private Partnerships in transforming the African PAM

Widely accessible and affordable technology has broken governments' monopoly on the collection and management of large amounts of information and deprived governments of the deference they enjoyed because of it (Kettl: 2002). In every sphere of activity, instantaneous access to information and the ability to put it to use multiplies the number of players who matter and reduces the number who command great authority. The effect on the loudest voice — which has been government's — has been the greatest.

This train of contribution will affirm that public private partnerships provide an important illustration of the way the traditional role of government as employer has changed over the years. The onset of public private partnerships compact has challenged and transformed traditional notions of the government's role as employer and sole provider of key services to communities. Transformation of the public administration and management will no doubt impact on the way public private partnerships are currently aligned and functions.

6.9 Country Case Studies

If the public service is to be transformed to fulfil the African Union's objective of

capable developmental states and play a key role in the social and economic transformation of the country, a number of important challenges and constraints will have to be addressed and overcome. Some of these challenges emanate from the legacy of colonialism and apartheid which created a hierarchal strait-jacket while others are implied by the ongoing developmental dynamics. To the extent that each African country has had an experience with transforming its public administration and management, Country Case Studies are a rich source of lived experience and bring up important lessons and challenges that can and should inform similar future interventions. The AAPAM and the United Nations Public Service Awards processes have brought to the forefront the importance of creativity and innovations in the Public service to the transformation of public sector management and administration in Africa and in the rest of the World. The initiatives that have been winning the AAPAM Award and the UNPSA provide examples of success in improving public administration and management. Some of these initiatives will be invited and given space to demonstrate the challenges they faced and the solutions they found to improve the delivery of Public Service. This will further stimulate discussion on public administration and management transformation in Africa.

7.0 The Conduct of the Roundtable

7.1 The Roundtable conference will be organized as follows:

- a) A keynote address by an eminent speaker;
- b) Plenary Presentation of background papers on the sub-themes, followed by practical presentations on case studies. These will be followed by parallel sessions of discussions where delegates will interact and deliberate on the sub-theme of the day
- c) A Ministerial Panel to respond to and ventilate key issues emanating from thematic discussions
- d) Dedicated break-away sessions for specialised groups including the Africa Public Sector Human Resource Managers' Network (APS-HRMnet), the Young professionals Network (YPN), The Africa Cabinet Secretaries Network, Academia and Researchers to discuss and dispense with issues of specific interest to their contribution to the strengthening and transformation of Public Administration and management in Africa
- e) There will also be AAPAM regional chapters meetings.
- b) High and middle –level public officials in areas of the public and private sectors.
- c) Public administration and development management scholars from the academia.
- d) Resource persons from within and outside Africa.
- e) Young professionals
- f) Civic leaders (from NGOs and Civil Society organisations).
- g) Representatives of Multilateral and Bilateral Development Partners
- h) Development and Governance Agencies– African Union (AU), The Eastern and Southern African Management Institute (ESAMI), Microsoft, CAFRAD, ENA, Regional Economic Communities (RECs), the African Development Bank (ADB), the Economic Commission on Africa (ECA), United Nations Development Programme (UNDP), World Bank etc.
- i) Participants Interested in public administration and management

8.0 Expected participants

8.1 The following categories of participants are expected at the Roundtable:

- a) Ministers drawn from National, Provincial and Local Government spheres,

9.0 Conference Venue and Dates

The conference will be held in Lusaka, Zambia, from February 29th February to 4th March 2016.

10.0 Papers for the Conference

Speakers and presenters at the Conference will be identified by AAPAM in collaboration with partnering institutions a. For the speakers, the following deadlines shall be adhered to:

Submission of Abstracts and Papers

- a) Abstracts – 30th Dec 2015
- b) Full-draft papers – 23rd January 2016
- c) completed papers after peer review – 20th February 2016

11.0 Working languages

The working language shall be English, French, and Arabic.

12.0 Registration and Participation fees

12.1 All participants are expected to register online:

<http://www.aapam.org/conferences-and-events/event-calendar#id=106&cid=1076&wid=701>

and pay registration fees at the following rates:

- (a) Participants from host country – **US\$ 310**
- (b) Others – **US\$ 410**

(c) Accompanying Persons (spouses of participants) – **US\$ 260**

12.2 Participation fees shall be paid at the time of registration and/or at the venue of the conference. However Delegates are encouraged to pay earlier at least 3 weeks to the conference date) and may pay by bank transfer to the AAPAM Account whose details are given below:

**AAPAM A/C FCY
1103297694
Kenya Commercial Bank
Milimani Branch
P.O. Box 69695, Nairobi
Tel; +254 20 2719433/2719434,
2719470
Fax: +254 20 2729942
SWIFT CODE: KCBLKENX**

12.3 Those paying by bank transfer shall be expected to show evidence of payment on the day of the conference.

12.4 Delegates may pay the equivalent of the participation fees indicated above in other convertible currencies such as the Euro, British Pound Sterling (GBP), Canadian Dollar (CND),

and South African Rand. The equivalents of the participation fees in these currencies shall be indicated in a schedule that will be available at the registration desk.

13.0 Hotel Accommodation

Full information on recommended hotels shall be posted on the AAPAM website:

www.aapam.org.

14.0 Conference Secretariat

Any inquiries about the conference may be directed to:

AAPAM Secretariat

The Secretary General

African Association for Public Administration and Management (AAPAM)

132 Fuchsia Close, Gigiri

Nairobi, Kenya.

P O Box 48677, 00100 GPO, Nairobi

E-mail: aapam@aapam.org

Telephone: +254 20 2629650

Mobile Phone Number: +254 712 366 787, +254 773 552 076

REFERENCE MATERIAL

1. Donald Kettl: "The Transformation of Governance: Public Administration for Twenty-First Century America" JHU Press, 03 Sep 2002
2. UNGA Resolution 50/225/96
3. Africa Union Agenda 2063: "The Africa We Want": Addis Ababa, Ethiopia: May 2014
4. Assembly/AU/Dec.332-361(XVI): 16th Ordinary Session 30 – 31 January 2011 Addis Ababa, ETHIOPIA
5. The African Union Constitutive Act, 9th July 2002, Durban, South Africa
6. The African Charter on Values and Principles of Public Service and Administration, January 2011, Addis Ababa, Ethiopia.