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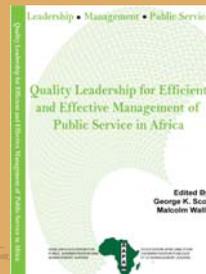


Some of the delegates at the 37th Roundtable Conference in Lusaka, Zambia

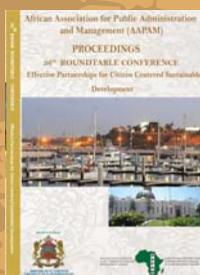
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37th AAPAM ROUNDTABLE CONFERENCE

Transforming Public Administration and Management

African Association for Public Administration and Management (AAPAM)

PROCEEDINGS

AAPAM 37th 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 37th 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
37th Roundtable Conference of the African Association for Public Administration and Management (AAPAM)

Hosted by
The Republic of Zambia

29th February- 4th March, 2016

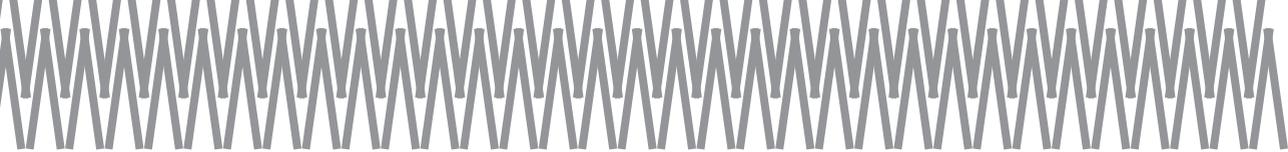
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The African Association for Public Administration and Management (AAPAM)

37th 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 Roundtable Conference (RTC) from 29th February to 4th of March 2016 in Lusaka, Zambia. The theme of the conference was **“Transforming Public Administration and Management (PAM) to contribute towards the Agenda 2063 within the context of the Sustainable Development Goals”**. This was the second-time Zambia hosted an AAPAM Annual Roundtable conference. Zambia had earlier on in December 2005 hosted the 27th RTC in Livingstone.

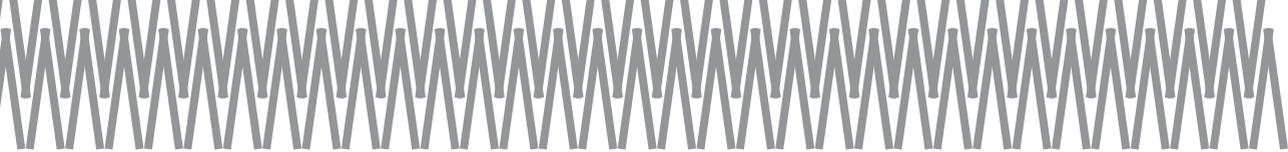
The AAPAM conferences have been held annually for over thirty-seven years. The conferences are continental platforms to enhance knowledge, skills and experience of public administrators and managers through sharing of best practices. The conferences also serve as forums for networking and championing development within the continent. The rich mix of stakeholders and delegates attending the AAPAM conferences is a grand potential for addressing the current global socio-economic and political challenges. Consequently, AAPAM premised the 37th RTC theme on the African Union Agenda 2063 and the Global Sustainable Development Goals. The theme for the 37th RTC formed the first part of a three-year arch-theme on **Transforming Public Administration in Africa**.

The 37th RTC aimed at helping the actors in 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 such visions, hence the need for transformation.

This report gives an insight to the proceedings of the conference. It highlights conceptual and theoretical issues in public administration and management regarding their contribution towards the achievement of Agenda 2063 and the SDGs. It also captures the voices and deliberations 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) sincerely thanks the Government of the Republic of Zambia for hosting the 37th Annual Roundtable Conference. The Government of Zambia has continued to support our vision of 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 additionally 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 37th 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.

We further 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 presentation are deeply appreciated.

Many gratitude to Dr. Mataywa Busieka, Rapporteur General and all the rapporteurs for compressively compiling the conference proceedings.

Special appreciation 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.

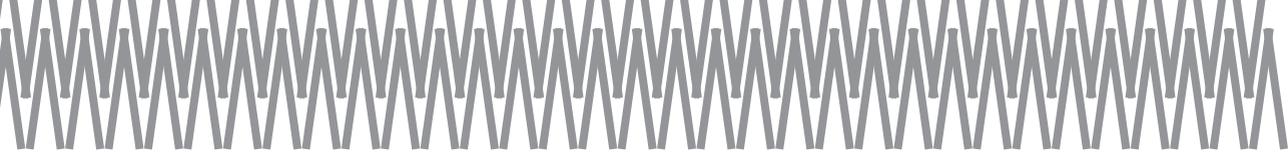
AAPAM acknowledges the presence and participation of all the delegates. We fully recognise all the senior government officials including Ministers/Cabinet Secretaries, Heads of Civil/ Public service, Commissions and Parastatal, Heads of Civil/Public Service, Permanent/ Principal Secretaries, Governors/Mayors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

Thank you to all our service providers, the AAPAM Executive Committee, Council, Secretariat and all who supported, facilitated or promoted the successful hosting of 37th Roundtable Conference.

G.K. Scott
Secretary General

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CHAPTER 1

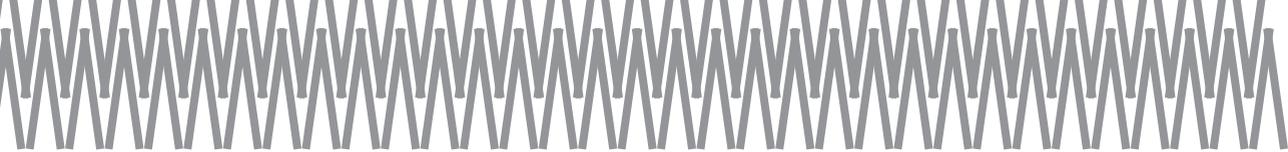
OFFICIAL OPENING AND WELCOME

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 37th 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

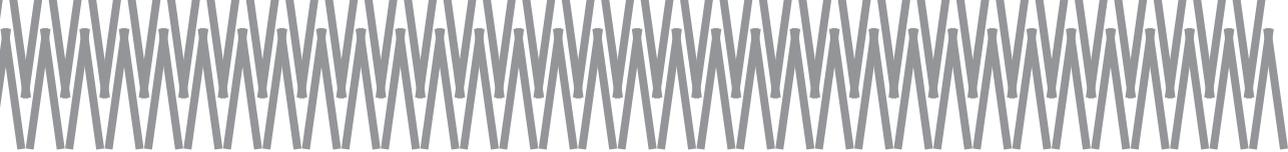
Presenter: Said Adejumbi (Prof): Director Southern Region, United Nations Economic Commission for Africa (UNECA)

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.