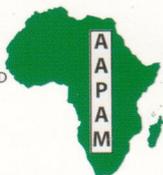


# PERFORMANCE MANAGEMENT FOR IMPROVING PUBLIC SERVICE DELIVERY IN AFRICA

Edited By  
George K. Scott  
Malcolm Wallis

AFRICAN ASSOCIATION FOR  
PUBLIC ADMINISTRATION AND  
MANAGEMENT (AAPAM)



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L'ADMINISTRATION PUBLIC  
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## FOREWORD

Citizens are no longer solely interested in the administration of laws but they are rather concerned with the quality of services that are delivered and the outcomes of the service that accrue to them from governmental interventions. In line with global trends, governments are moving from endless debates to effective implementation and decisive action, holding public office bearers and public servants accountable. The process of reform in public sector management has highlighted the fundamental dilemma of upholding the government's role as a promoter of change as well as of stability and consensus. Creating conditions in the public sector which promote a culture of continuous improvement, foster innovation and capitalise on individual and team performance have been an ongoing challenge that governments are confronted with.

The realization that service users in Africa are increasingly demanding that their governments demonstrate results was a key factor in setting the theme focus for the 34<sup>th</sup> Roundtable Conference of the African Association for Public Administration and Management (AAPAM) held in Zanzibar in November, 2012. The conference addressed the theme "Performance Management for Improving Public Service Delivery in Africa". The conference which triggered the production of this book was co-hosted by the Revolutionary Government of Zanzibar, with the support of four principal sponsors: the Department of Foreign Affairs, Trade and Development Canada (DFTAD), the Institute of Public Administration of Canada (IPAC), the United Nations Department of Economic and Social Affairs (UNDESA) and the Commonwealth Secretariat. As with all previous Roundtables, the conference participants were from the public sector including the academia, researchers, students and representatives of organizations external to government.

Performance management is an important implementation vehicle that aids governments in keeping up with society in terms of responsiveness and the re-establishment of trust in government. It is a critical component in the policy implementation machinery not only for improved service delivery but more appropriately for a definitive impact on citizens' lives.

It is acknowledged that African countries have, since independence, made significant strides to improve the quality of lives of their citizens. It is also noted that despite several public sector reforms, public service delivery has not met the expectations of the users. Public Service users want government to demonstrate results through better performance management. Performance management ensures that managers effectively perform their functions and deliver value to the citizens accountably. The central thrust of performance management systems is to create competent public servants as human resources are key to the capability of any state.

By producing this book, AAPAM is playing a central role in sharing knowledge as far as performance management and service delivery is concerned. The authors have extensively shared their knowledge and the editors have ensured that the readers benefit from the discussions that ensued during the conference. The book is a priceless asset for those who are keen in making and implementing informed policies and reforms in performance management and service delivery. It is also useful for all individuals or entities interested in performance management matters. I urge you to explore the pages of this book and benefit greatly from the wealth of knowledge in it.

I would like to express my great appreciation to the editors, George K. Scott and Prof. Malcolm Wallis who have endlessly reviewed this book. I additionally, acknowledge the priceless contribution of the AAPAM Secretariat who have fruitfully steered this project. The publication of this book has further been made possible by the support of the Administrative Staff College of Nigeria (ASCON) who capably provided their expertise as the key external reviewers thus ensuring the success of the book.

Further, I would like to thank the AAPAM Executive Committee for their support and commitment towards AAPAM programmes and activities which include the production of this book.

Finally to all who in one way or the other contributed to the successful production of this book, though not mentioned herein we say thank you.

**Abdon Agaw Jok Nhial**  
**AAPAM President**



## ACKNOWLEDGEMENTS

The success of this book is a result of the great synthesis of the efforts of diverse parties. To begin with, I would like to thank the Government of Zanzibar for hosting the 34<sup>th</sup> Roundtable Conference and allowing delegates from across the globe to experience a new culture besides exhaustively sharing knowledge on “Performance Management for Improving Public Service Delivery in Africa”.

I would also like to express our profound gratitude to the co-editor Prof. Malcolm Wallis who fortunately, was also my co-editor in African Association for Public Administration and Management (AAPAM) 2013 book project. AAPAM is grateful for his exceptional scholarly resourcefulness that has seen the production of our 2015 book.

Further, I am grateful to Mr. A.A. Peters - Director General of the Administrative Staff College of Nigeria (ASCON) and his team for the additional effective review of all the papers. AAPAM appreciates their immense contribution in the production of this book.

AAPAM wishes similarly to acknowledge the technical and financial support of our development partners; the Department of Foreign Affairs, Trade and Development Canada (DFTAD), Institute of Public Administration Canada (IPAC), Deloitte East Africa, the United Nations Department of Economic and Social Affairs (UNDESA) and the Commonwealth Secretariat.

I sincerely appreciate and acknowledge the valuable contribution of all our authors. AAPAM is indebted to them for accepting to share with us their well-researched and informative wealth of knowledge that forms the content of this book.

Many thanks to the AAPAM Secretariat for their enduring contributions toward the production of this book. I earnestly thank Ms. Jessica Omundo, Ms. Elizabeth Muia and the entire AAPAM staff for working endlessly to ensure the successful production of this book.

To our Government, Corporate and Individual members, we express our special gratitude towards your continued support that has come a long way in the production of this book.

Lastly, I would like to ultimately appreciate the AAPAM Executive Committee and Council who have played a critical leadership role in steering AAPAM to its heights. On behalf of the AAPAM secretariat, we would like to say thank you so much for your distinct exemplary leadership.

**George K. Scott**  
**AAPAM Secretary General**

## ABOUT THE EDITORS AND AUTHORS

**Mr. George K. Scott** is the current Secretary General of the African Association for Public Administration and Management (AAPAM). He has vast years of experience in public administration, having served in different capacities in the public service of Ghana. He has served as Chief Director (Permanent Secretary) in the Ministries of Environment, Science, Technology and Aviation, Ghana. Mr. Scott also served as a Municipal Coordinating Director in many districts in Ghana. He is experienced in coordinating various international and donor funded programmes and was the project director of the 2012 AAPAM Member Value Research Survey, which was carried out in collaboration with Deloitte. He similarly served as a part time lecturer for a post graduate diploma course at the Ghana Institute of Management and Public Administration (GIMPA) and he has equally published a number of books.

**Prof. Malcolm Wallis** is a Professor at the Regent Business School in Durban, South Africa, and an honorary Research Professor at the Durban University of Technology. He has over forty years' experience of teaching, researching and consulting in the field of public management with particular reference to Africa. He has generated several publications. He continues his long association with the African Association of Public Administration and Management (AAPAM) in an editorial capacity and is currently working on contributions to a book on governance. He received the AAPAM Gold Medal Award for his exemplary contribution to public administration in Africa in 2011.

**Prof. Margaret Kobia** is the Chairperson of the Public Service Commission (PSC), Kenya. She is an Associate Professor of management and holds a PhD Degree in human resource education and management from the University of Illinois. Prior to joining PSC, she was the founding Director General of the Kenya School of Government. Prof. Kobia has taught management, entrepreneurship and research methods at University level. She has served as the Chief Editor of the refereed African Journal of Public Administration and Management (AJPAM). Her Head of State commendations and awards include: Order of Grand Warrior (OGW), First Class Order of Chief Burning Spear (CBS), Commonwealth Gordon Draper Leadership Award 2010 and Most Influential Woman in Government and Business 2014. Prof. Kobia also sits on several public sector management boards.

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**Dr. Robert P. Taylor** is currently the Chief Executive Officer of the Institute of Public Administration of Canada (IPAC). He has had an extensive professional career of over 25 years including separate appointments as the assistant deputy minister of Municipal Affairs and of Research and Innovation. Dr. Taylor's career includes senior positions with the municipal government in Canada and overseeing projects in Southern Africa. He earned a Ph.D. from the University of South Africa, where his studies focused on strategic planning. He has a master's degree in urban and regional planning from Queen's University, and an undergraduate degree in urban geography from McGill University.

**Dr. Jean Yves Djamen** holds a Ph.D. in artificial intelligence from the University of Montreal (Canada). He has been at the forefront of the modernization of public administration and received several awards for innovation prompted by his work. While serving as senior adviser in the Ministry of Public Service and Administrative Reform of Cameroon, he designed the SIGIPES AQUARIUM, a smart system that prevents public service users to come into contact with public servants, thus limiting opportunities for misconduct. In 2004, AQUARIUM was awarded the United Nations Public Service Distinction Award. Dr Djamen has authored a book entitled "Governance and Artificial Intelligence, Building an Effective Public Service" where he posits that resources, processes and policies must be aligned to achieve the desired goals. Dr. Djamen is also the current Vice President Central Africa Region of the African Public Service Human Resource Management Network (APS-HRMnet).

**Mr Faustin Clovis Noundjeu** is currently the Deputy General Manager of the Real Estate Company of Cameroon. After his post-graduate studies at École Polytechnique of Yaoundé and at Insa de Lyon (1975-1980), he held several positions including: Director of Planning (1995-1998), Director of the Improvement of the Framework of Life (1998-2000) and Technical Adviser to the Ministry of Urban Development (2008-2010). He has also served as a Lecturer on urban engineering in several academic institutions such as Ecole Supérieure des travaux publics de Yaoundé (1984-1990), École Polytechnique de Yaoundé (1988-1990) and at the University of Yaoundé I (2011-2014). He has given several lectures at AAPAM conferences and is a certified expert in building and public works. Mr. Noundjeu has similarly participated in several studies and organized seminars on the management of local development.

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**Mr. Michael Chasukwa** is a Senior Lecturer in the Department of Political and Administrative Studies, Chancellor College, University of Malawi. He holds a Master of Arts degree in political science and Bachelor of Arts degree in public administration obtained from the University of Malawi. He is currently pursuing a PhD at the University of Leeds in the United Kingdom. His research interests include governance, local government, decentralisation, and politics of development,

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**Mrs. Ndjouli Germaine Esther** holds a master degree in public law from the University of Yaoundé II in Cameroon and a degree in Leadership from John Maxwell University. She works as the Director General of the Economy and Public Investment Programme in the Ministry of Economy, where she used to work as an interim departmental delegate. She has served as an Assistant Studies Officer at CTU Audits, and as well as a Controller of the Projects. She has 20 years professional experience in project management (planning, programming, budgeting, monitoring and evaluation) and actively mentors numerous groups of women in her region.