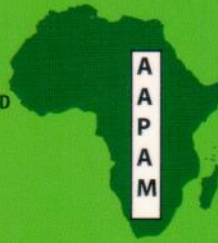
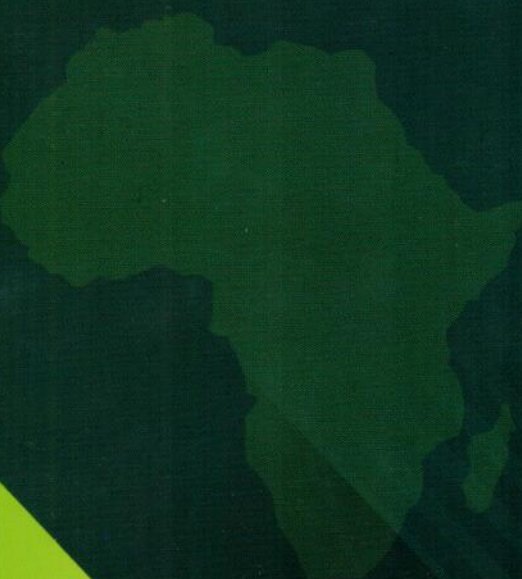


AFRICAN ASSOCIATION FOR
PUBLIC ADMINISTRATION AND
MANAGEMENT (AAPAM)



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

Quality Leadership for Efficient and Effective Management of Public Service in Africa



Edited By:
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QUALITY LEADERSHIP FOR EFFICIENT AND EFFECTIVE MANAGEMENT OF PUBLIC SERVICE IN AFRICA

Edited by

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FOREWORD

This book emanates from the African Association for Public Administration and Management (AAPAM) 35th Roundtable Conference held in Kigali, Rwanda, from 18th – 22nd November 2013 under the theme “Quality Leadership for Efficient and Effective Management of Public Service in Africa”.

From the deliberations and presentations in the conference, it was evident that Africa is a continent blessed with vast and valuable resources that if well harnessed and utilised could boost development to greater levels. It was emphasised that quality leadership is pivotal to development in the African nations. The continent’s potential could therefore be optimally realised through leadership that can stimulate innovation and sustain stewardship in the management of resources.

While it is true that there has been visible progress in service delivery across the continent, much more needs to be done if the continent is to realise its goals. The conference illustrated that lack of quality leadership continues to reduce the continent to a vicious circle of development redundancy.

This book therefore, concentrates on the importance of quality leadership. Through practical and theoretical lenses, the book explores leadership experiences, strategies and systems with an aim of fostering quality leadership in the continent. Africa needs to embrace a leadership that nurtures and sustains reforms, professionalisation and modernisation of the African public service. The book captures various observations, experiences and case studies detailed by different authors drawn from across Africa.

As I conclude, I would like to convey my sincere appreciation to the editors, Mr. George K. Scott and Prof. Malcolm Wallis who have endlessly reviewed this book. I also acknowledge the priceless contribution of the AAPAM Secretariat who have successfully steered this book project.

Further, I thank the AAPAM Executive Committee whose commitment and support continues to shape and sustain AAPAM through effective and efficient leadership. I sincerely appreciate all persons and institutions who have contributed or supported AAPAM in its programmes and projects including the production this book.

Finally, it is my humble submission that we all may learn from the experiences and knowledge captured in this book.

Dr. Roland Msiska

AAPAM President

ACKNOWLEDGEMENTS

The African Association for Public Administration and Management (AAPAM) is sincerely grateful to the Government and people of Rwanda for successfully hosting the 35th Roundtable Conference from 18th – 22nd November 2013 in Kigali, Rwanda. This conference is the foundation of this book.

We especially appreciate Prof. Malcolm Wallis, the co-editor of this book and other AAPAM books like *Citizen Engagement, Decentralisation and Service Delivery in Africa*, and also the book on *Performance Management for Improving Public Service Delivery in Africa*. We also acknowledge his immense support to AAPAM as the Chief Editor of African Journal of Public Administration and Management (AJPAM).

Our profound gratitude goes to our development partners for their technical and financial support. AAPAM applauds the Department of Foreign Affairs, Trade and Development, Canada (DFTAD), the Institute of Public Administration of Canada (IPAC), United Nations Department of Economic and Social Affairs (UNDESA), Deloitte East Africa among other institutions for their unwavering support and commitment.

AAPAM thanks all the authors who have contributed to this book. We appreciate them for sharing their practical and academic wealth of knowledge that has entirely formed this publication.

Further, we acknowledge the AAPAM secretariat for tirelessly working on this project. Special thanks to Ms. Jessica Omundo, Ms. Elizabeth Muia and Mr. Clifford Otieno for personally ensuring the successful production of this book.

Much gratitude also goes to AAPAM Executive Committee and Council for their commitment and support also goes towards the production of this book.

Finally, we appreciate all those who in one way or the other contributed to this book. AAPAM cherishes and values your support, advice and contributions to its programmes.

G. K. Scott

Secretary General-AAPAM

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George Scott is the current Secretary General of the African Association for Public Administration and Management (AAPAM). He has vast 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 has also worked as a Municipal Co-ordinating Director in many districts in Ghana. He is experienced in co-ordinating 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 has similarly served as a part-time lecturer for a post graduate diploma course at the Ghana Institute of Management and Public Administration (GIMPA). He has published a number of books.

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 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. Prof. Wallis is also researching constitutions and local government in Africa. In 2011, he received the AAPAM Gold Medal Award for his contribution to Public Administration in Africa.

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Evangelos A. Mantzaris is a renowned Professor in the School of Public Leadership and Senior Researcher at the Anti-Corruption Centre for Education and Research of Stellenbosch University (ACCERUS), South Africa. Prior to this, he was a Professor and Director at the Social Policy Department (University of KwaZulu Natal) and a Research Professor at Management Studies at Mangosuthu University of Technology. He holds a PhD (Sociology) from the University of Cape Town. He has published widely on corruption and anti-corruption in South Africa's public and private sectors with special emphasis on leadership, financial management, supply chain management and procurement, the political/administrative/interface conundrum, detection and offensive strategies against corruption, internal controls and risk management. He has published seven full scale books, 21 chapters in books and 64 South African accredited journal articles. Prof. Mantzaris has delivered papers at over 60 national and international conferences.

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EDITORS' INTRODUCTION

George K. Scott and Malcolm Wallis

Apart from the 35th AAPAM Round-table Conference (RTC) in 2013, the association has in the past organised for forums to deal with issues of quality in the public service. In 1999, the association held a Round-Table Conference in Kampala, Uganda under the theme *"Quality Management Assurance in Africa"*. Most of the AAPAM programmes are indeed focused on the betterment of public service with a reference to service delivery.

There have been other RTCs where issues related to quality have been aired. For example, in Arusha, Tanzania, in 2006, presentations were made on quality service and accountability and on what citizens say about service delivery, the latter reporting on the very important and relevant 'Afrobarometer' project which surveys public attitudes to government, clearly an exercise of some interest and relevance for participants and public services in general (AAPAM 2006: 16-19). At the same forum, the Vice-President of the host country, His Excellency Dr. Ali Mohamed Shein spoke about quality in his opening speech. He observed that, 'the quality of public service delivery in Tanzania, although improving, is still unacceptable'. He went on to commit the government he was then serving to a reversal of this (AAPAM 2006: 91).

Thus, the 2013 theme *'Quality Leadership for Effective and Efficient Management of Public Service in Africa'* is an extension of an issue which has recurred within AAPAM circles for at least two decades. What has emerged over the years is that quality management and leadership can be seen both as a technical and somewhat specialised concern on the one hand, whilst on the other hand, it has tended to be viewed as an all-embracing concern on how well governments are performing on quality matters. The term thus can be used to analyse such apparently very different issues as the performance of a country's head of state and the standard of the water supplied to a remote village. Both are quality matters which can be included within this broad framework. The 2013 RTC reflected a little of this diversity as this introduction will endeavour to demonstrate.

LEADERSHIP AND QUALITY: UNDERSTANDING THE KEY WORDS

Both these terms need clarification from the beginning as they often cause uncertainty, more so because they were key terms used within the RTC. While the meaning of the term leadership is often seen as relatively clear in the governance context, it still needs some elaboration. It is a somewhat more difficult story when it comes to defining quality. Both these terms defy the concise definitions which can be found in