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PUBLIC ADMINISTRATION AND  
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# TRANSFORMATION OF PUBLIC ADMINISTRATION IN AFRICA



**Editors:**  
**George K. Scott**  
**Malcolm Wallis**

# **TRANSFORMATION OF PUBLIC ADMINISTRATION IN AFRICA**

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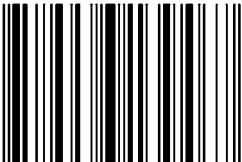
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# **Foreword**

This publication is drawn from reviewed papers presented during the 37<sup>th</sup> AAPAM Roundtable Conference held on 29<sup>th</sup> February to 4<sup>th</sup> March 2016 in Lusaka, Zambia under the theme “*Transforming Public Administration and Management (PAM) to contribute towards the Agenda 2063 within the context of the Sustainable Development Goals*”.

During the conference, it was noted that the transformation of public administration into an effective, coherent, representative, competent and democratic instrument for implementing government policies and meeting the needs and aspirations of the African people is critical. It was agreed that Africans need to deliberate, explore and propose concrete interventions towards transforming public administration and management in the continent. Transformation of the public sector is central to the realization of African Union Agenda 2063 within the Agenda for Sustainable Development.

This book covers experiences of Africa in relation to the conference theme. It discusses cardinal aspects of transformation within the context of Agenda 2063 and Sustainable Development Goals (SDGs). Since public administration is the epicenter of service delivery, transforming it is a pre-requisite to development hence the importance of collectively joining hands in propelling transformation in the public service.

I would like to sincerely thank Prof. Malcolm Wallis and Dr. George Scott for editing this book. In the same vein, I applaud the AAPAM Secretariat for facilitating the production of this book.

Furthermore, I appreciate the AAPAM Executive Committee, Council, members and entire fraternity for their continued formidable support towards the betterment of this great Association.

I hope that this book will be of immense value to every reader and the knowledge gained from it will contribute to the transformation of Africa.

**Dr. Roland Msiska**

**AAPAM President.**

# **Acknowledgement**

On behalf of the African Association for Public Administration and Management (AAPAM), I would like to appreciate the Government and people of the Republic of Zambia for hosting the 37<sup>th</sup> Annual Roundtable Conference. Special gratitude goes to His Excellency Mr. Edgar Lungu, the President of the Republic of Zambia for honoring AAPAM with his presence during the opening ceremony.

Similarly, we are grateful to Dr. Roland Msiska, AAPAM President and former Head of Public Service and Secretary to Cabinet -Zambia for his tireless efforts in ensuring a successful hosting of the conference.

I am also grateful to my co-editor Prof. Malcolm Wallis for his resourcefulness in the production of this book. He has been a key resource person in AAPAM publications including serving as the Chief- Editor of the African Journal for Public Administration and Management (AJPAM) since 2014.

Likewise, I acknowledge the authors whose papers are featured in this volume. We recognize that a lot of research and work goes on in the production of any quality paper hence we salute all the authors for sharing with us their wealth of knowledge.

Similarly, I recognize the secretariat for diligently working on this book. Special gratitude goes out to Ms. Jessica A. Omundo and Mr. Clifford Ongutu for their commitment in ensuring this book has been produced.

Further, I echo our appreciation to the entire AAPAM fraternity for their commitment and continued support over the years. Lastly, we applaud every individual or institution who have supported the production of this book.

**Dr. G. K Scott**

**Secretary General-AAPAM.**

# About the Editors and the Authors

## The Editors

### **George Scott**

George Kojo Scott is the current Secretary General of the African Association for Public Administration and Management (AAPAM). He has previously served in the Public Service of Ghana in different capacities including Chief Director (Permanent Secretary) in the Ministry of Environment, Science & Technology and the Ministry of Aviation. He also was for many years a part-time lecturer of Post-Graduate Course in Public Administration and other training programs at the Ghana Institute of Management and Public Administration (GIMPA). George Scott has authored three books; co-edited three recently published AAPAM books; and contributed widely in internationally accredited journals. Scott holds Ph.D. (Development Studies); Master's degree in public administration (MPA); Post-Graduate Diploma in Public Administration and Diplome D'Etudes En Langue Francaise (DELF) of the French Ministry of Education.

### **Malcolm Wallis**

Prof. Wallis 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 researching on marginalization, exclusion and participation in Africa. In 2011, he received the AAPAM Gold Medal Award in recognition of his contribution to Public Administration in Africa.

## The Authors

### **Mataywa Busieka**

Dr. Busieka is the Director for International Cooperation Programmes at the Department of Public Service and Administration (DPSA) in South Africa. His main duties are to establish and manage the departmental multilateral, bilateral and institutional partnerships and resources. At the DPSA, Dr. Busieka has and continues to be involved in developing various governance frameworks. Dr. Busieka has also taken up the responsibility of Rapporteur General for several AAPAM Annual Roundtable Conferences and the Conference of African Ministers for Public/Civil Service. He is the author of several journal articles, conference papers, opinion pieces and concept documents for major international conferences.

### **John-Mary Kauzya**

Dr. Kauzya is the Chief of Public Administration Capacity Branch (PACB) of the Division for Public Administration and Development Management (DPADM) in the Department of Economic and Social Affairs (DESA) at the United Nations in New York. He has served in different capacities at the United Nations (UN) since 1999. Prior to joining the United Nations, Dr. Kauzya lectured at Makerere University in Uganda and worked as the Deputy Director of the Uganda Management Institute. He has also worked as an International Consultant/Advisor in many African countries in various fields of Governance and Public Administration. He is widely published with numerous articles and papers on governance and public administration to his name.

### **Jean-Yves Djamen**

Dr. Djamen holds a Ph.D. in artificial intelligence from the University of Montreal (Canada) and a Computer Science Engineer Diploma from the African Institute of Computer Science (Gabon). He has been at the forefront of the modernization of public administration and received several awards for his innovative work. While serving as senior adviser in the Ministry of Public Service and Administrative Reform in Cameroon, he designed the SIGIPES AQUARIUM, a smart system that prevents personal interaction between public service users and 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.

### **Happy Mickson Kayuni**

Dr. Happy Kayuni is an Associate Professor and former head in the University of Malawi's Political and Administrative Studies Department. He holds a Ph.D. in Political Science from the University of the Western Cape. His areas of specialization include public governance, public sector reform, management, development policy and ethnicity. Dr. Kayuni has co-edited a book and authored/co-authored forty peer reviewed journal articles and book chapters as well as over eighty research/consultancy reports or conference papers.

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Dr. Chasukwa is a Senior Lecturer and Head of the Department of Political and Administrative Studies, Chancellor College, University of Malawi. He holds a Ph.D. (Development Studies) from the University of Leeds, MA (Political Science) and BA (Public Administration) from the University of Malawi. His research and teaching interests include development cooperation, the political economy of development, institutions, agricultural policies as they relate to land, youth and development, governance, local government and decentralization. He has published in peer-reviewed journals including International Journal of Public Administration, Agrarian South: the Journal of Political Economy, Insights on Africa, Journal of Development Effectiveness, and Journal of Asian and African Studies.

## **Steve Troupin**

Dr. Troupin is a Strategic Projects Officer at the International Institute of Administrative Sciences (IIAS), which is a worldwide federation of member states, schools of administration and academic research centers in public administration. At IIAS, he is, among other things, responsible for strengthening the relations with the United Nations, further developing public administration research in Africa and for the scientific organization of the IIAS Congresses. He notably supported applications of IIAS members states for the 2017 United Nations Public Service Awards. He holds a Ph.D. in Public Administration and has a political science background. He is also a Research Assistant at KU Leuven Public Governance Institute.

## **Bacha Kebede Debela**

Dr. Debela obtained his Ph.D. from KU Leuven, Public Governance Institute. He is an Assistant Professor in the Department of Public Administration and Development Management, Ambo University, and President of the Ethiopian Public Administration Association (EPAA). His main research interests are performance management, sustainable development, policy analysis, local institutions and citizen participation, local governance and development.

# **Introduction**

*George Scott and Malcolm Wallis*

The publication of books based on the presentations at the Roundtable (RT) Conferences has in recent years become a regular feature of AAPAM's work to serve its members and contribute to capacity building in the public sectors of African states. It is a tradition which can be traced to the early days of the association when, with the support of the former East African Literature Bureau, a collection of conference papers written and presented under AAPAM auspices in the 1960s and 1970s was published, filtered via the editorship of the late Anthony Rweyemamu and Goran Hyden (Rweyemamu and Hyden 1975). The editors hope that this tradition, pioneered by these illustrious figures over forty years ago, will continue to serve as a way of bringing the work of AAPAM to a wider audience in Africa and beyond.

This volume is based on the 37<sup>th</sup> Roundtable Conference hosted by the Republic of Zambia in March 2016 which was held at the Mulungushi Conference Centre in Lusaka, an excellent venue that provided an ideal environment for the week's deliberations. As has become the normal practice, the papers which appear here have been through a rigorous process of selection, peer review and subsequent revision by the authors. Some authors chose to publish their contributions elsewhere, a choice which we respected. This had the effect of somewhat narrowing the field, but nevertheless there were still several quality papers remaining deemed as qualifying to appear in this volume.

## **The Roundtable Theme**

The 2016 theme was extremely topical and relevant. It was 'Transforming Public Administration and Management in order to contribute towards the Agenda 2063 within the context of the Sustainable Development Goals (SDGs)'. The aptness of this theme for 2016 is that Agenda 2063 was published by the African Union less than a year before the RT took place whilst the context of SDGs was also a recent initiative, by United Nations. This brief note summarizes the thrust of these two initiatives drawing on key documents. However, there are other discussion papers, commentaries and policy statements (for example, on specific issues or sectors) which should be noted. A recent example is an article by Bakibinga-Gaswaga in 2018 which focuses on the important connections between law and development in relation to sustainable development (Bakibinga-Gaswaga 2018).

This note summarizes the papers presented in Lusaka and briefly places them in the context of recent (mostly post 2016) trends in Africa and the wider world.