



## General Assembly

Distr.  
GENERAL

A/50/920  
8 April 1996

ORIGINAL: ENGLISH

Fiftieth session  
Agenda item 12

### REPORT OF THE ECONOMIC AND SOCIAL COUNCIL

Letter dated 4 April 1996 from the Permanent Representative  
of Namibia to the United Nations addressed to the  
Secretary-General

I have the honour to transmit herewith the report of the Regional Meeting on Public Administration and Development in Africa: from Structural Adjustment to Improved Efficiency in Government (see annex).\*

The Division of Public Administration and Development Management of the Department for Development Support and Management Services of the United Nations Secretariat convened the seminar, co-organized with Namibia, through the Office of the Prime Minister, and it was held at Windhoek from 25 to 27 March 1996 in cooperation with the Economic Commission for Africa, the Special Unit for Technical Cooperation between Developing Countries of the United Nations Development Programme, the Commonwealth Secretariat and the French Ministry of Cooperation.

I should be grateful if you would have the text of the present letter and its annex circulated as a document of the General Assembly, under agenda item 12.

(Signed) Tunguru HUARAKA  
Ambassador  
Permanent Representative

\* The annex is being circulated in the language of submission only.



ANNEX

Report of the Regional Meeting on Public Administration  
and Development in Africa: from Structural Adjustment  
to Improved Efficiency in Government

## 1.0 INTRODUCTION

By Resolution 49/136 of 19 December 1994 the General Assembly of the United Nations decided to resume its fiftieth session in March-April 1996 in order to examine the question of Public Administration and Development, "exchange important experiences, review the activities of the United Nations in this field, and make recommendations as appropriate". Operative paragraph 8 of the Resolution invited the "Regional Commissions to consider in 1995 the role of Public Administration in Development and to report, through the Economic & Social Council to the General Assembly at its resumed session". DDSMS, which is responsible for the preparation of the 50th Resumed Session on Public Administration and Development, established, a Technical Committee in which it associated ECA. The Technical Committee is composed in addition to DDSMS and ECA, the World Bank, UNDP, ILO, IIAS and Harvard University. ECA also participated in the inter-agency meeting which was convened in New York on 28 July 1995 and in the Twelfth Meeting of Experts on the United Nations Program on Public Administration and Finance, which was held in New York from 29 July to 11 August 1995. During these meetings, consultations were held between DDSMS and ECA on the organization of a possible joint seminar in Africa on the subject of Structural Adjustment and Improved Efficiency in Government. In the course of its organization consultations were also held between DDSMS and SU/TCDC of UNDP. In addition to ECA and UNDP/SU/TCDC, the Commonwealth Secretariat and the French Ministry of Cooperation decided to co-sponsor and participate in the Seminar. The Government of Namibia offered to host the event.

The following countries participated: Angola, Benin, Burundi, Cape Verdi, Cote D'Ivoire, Central African Republic, Comoros, Congo, Ethiopia, Gabon, Ghana, Guinea, Guinea Bissau, Madagascar, Mali, Mauritius, Mauritania, Morocco, Mozambique, Namibia, Niger, Rwanda, Seychelles, South Africa, Sao Tome et Principe, Senegal and Uganda. Also present were participants from the following entities: the United Nations: Department of Development Support and Management Services, Department of Public Information, UNDP- Windhoek, the UNDP Special Unit for TCDC and the Economic Commission for Africa; the Commonwealth Secretariat; the French Ministry of Cooperation; the African Training and Research Center on Administration for Development (CAFRAD); and the Observatoire des Fonction Publique Africaines (OFPA).

### 1.1 Background

Preamble paragraph 6 of Resolution 49/136 considered that "some initiatives to reform public administration taken by some countries in the context of structural adjustment programmes have not always been based on a policy conceived and defined for the long term". Structural adjustment is part of a process of global restructuring which may be defined simply as increased reliance on market forces and wrongly as a reduced role of the state in economic management.

The debt and economic crises which intensified in a number of countries from the mid 70s resulted in macro-economic imbalances which were viewed by the IMF and the World Bank as unsustainable and led them to offer structural adjustment programmes. Between 1979 and 1988 most African countries undertook structural Adjustment Programmes. These structural Adjustment Programmes have 2 stages: Stabilization aimed at cost containment and thus at deficit reduction and structural adjustment which reforms economic policies and institutions in order to make more efficient use of resources and counteract the loss of growth caused by stabilization. Most structural Adjustment Programmes have directly or indirectly led to public service restructuring, because the size and wage bill have normally been targets for reduction. The structural Adjustment basic-cost containment measures had mixed results. In few countries numbers declined dramatically, but in others it took longer than expected to achieve reductions or early reductions were offset by subsequent expansion. By the early 1990s however "downsizing" was becoming more widespread and more substantial. On the qualitative side both fiscal and efficiency impacts were less than had been expected and overall, despite some success, movement on institutional reforms has been halting for several reasons namely weaker management capacity than expected, rapid turnover of management and political leaders, poorly executed development programmes and failure to install systems to monitor, supervise and evaluate reform programmes.

For these reasons governments and donor partners are now looking beyond structural adjustment to improved governance. Within this context, ECA organized in 1993 a major Regional Conference on Development Management in Africa and recommended a Strategic Agenda for Development Management in Africa in the 1990s. Along these lines, the World Bank articulated a governance approach to Civil Service Reform in Sub-Saharan Africa and convened a meeting on the subject in the Gambia in 1994 and DDSMS supported CAFRAD in the organization in 1994 of a Pan-African Conference of Ministers of Civil Service which adopted the "Tangier Declaration" that resulted in a decision of the UN General Assembly to resume its 50th Session in April 1996 and discuss the question of "Public Administration and Development".

## 1.2 The Meeting

The seminar was officially opened by the Honourable Deputy Prime Minister, Rev. Hendrik Witbooi, with opening remarks from representatives of the sponsoring organizations.

The seminar participants heard and discussed the following presentations:

- (1) The African Public Administration and Development: From Firefighting to prevention
- (2) Promotion and Management of Productivity of Public Institutions in Africa
- (3) Accountability in Public Service
- (4) Responsiveness in the Public Service
- (5) African Public Services in the Twenty-first Century: Creating and enabling environment.

- (6) Use of TCDC modality in enhancing improvement of efficiency in government.

## **2.0 ISSUES ADDRESSED**

One obvious lesson learnt from the recent assessment of administrative reform efforts in Africa is that while a careful analysis of the size and cost of the public sector may indicate areas where resource use could be streamlined, it is necessary to go beyond the narrow monetary consideration to a comprehensive review of the productive capacity of the sector. There is an emerging consensus that public sector management reform should enhance productivity, accountability and responsiveness in public sector institutions. In the Seminar, participants discussed the following issues:

### **2.1 Major Constraints to Civil Service Reform**

There are many constraints and impediments to effective and sustainable implementation of civil service reform in particular, and public sector reform in general. Most of these are related not only to a general lack of commitment and support from key stakeholders, but, perhaps more important, from a generalized lack of capacity - technical, operational, managerial, administrative, institutional -- to conceptualize, analyze, formulate, implement, monitor, evaluate, and learn from the lessons of experience resulting from the individual and collective program expenses.

In a recent review of lessons learned from one of the participating countries the following key impediments were identified:

1. Dysfunctional Civil Service organization
2. Inadequate personnel management and training
3. Insufficient management and supervisory skill
4. Inadequate facilities, assets, and maintenance culture
5. Inadequate pay and benefits
6. Lack of transparency and accountability
7. Pervasive corruption
8. Politicization of the civil service (e.g. staffing, decision-making) and threats to employment stability and security).

### **2.2 Productivity of Public Institutions**

The impetus for reform stemmed from the realization that in many African countries, the Civil Service had become a brake rather than a catalyst to development. Reference was usually

/...

made to its bloated size, inefficiency and poor performance. However, the elaboration of a coherent policy of civil service reform in Africa involves going well beyond structural adjustment programmes to addressing the question of how to build a highly efficient civil service to meet the challenge of political and economic development in a globalized world economy. Therefore, the major challenge of public sector management in contemporary Africa will be to enhance the sector's goal attainment and resource optimization capacity.

Productivity is often hindered by the following seven factors:

1. Underfunding a ministry or a public enterprise.
2. Undermanning and overstaffing departments.
3. Misallocation of human and financial resources.
4. Absence of financial discipline.
5. Absence of regular monitoring of performance.
6. Poor leadership, management and supervision.
7. Low employee morale and poor attitudes towards work.

### **2.3 Accountability in Public Service**

Accountability is central to efficiency in government. Accountability means holding public officials responsible for their actions. Legislatures in Africa are generally weak and the traditional role of legislatures in the budgeting process is not widely practiced in Africa. African legislatures all too often lack much of the critical information essential to the exercise of legislative oversight. While there has been increased respect for the rule of law in many countries in recent years, there is still urgent need to strengthen the legal institutions throughout the continent. There are several countries now with Ombudsman offices but these need to be strengthened.

There was general consensus among participants of the existence of serious problems of corruption both within the political and civil leadership as well as in the rank and file. This is detrimental to economic development, good government, and civil service efficiency as well as political and civil stability.

### **2.4 Responsiveness of the Public Service**

The desired outcome of public service action is expressed in terms of meeting the public's needs and its satisfaction. This action is facilitated if the provision of services is as close to the public as possible and therefore, if the delivery of services is decentralized. Decentralization can take many forms but it is often constrained by lack of adequate human and financial resources. The participation of the public through NGOs and community-based organizations can help in making the public service more responsive.

## **2.5 African Public Service in the Twenty-first Century**

African public administration has suffered from the persistent effects of the continent's development crisis, creating an environment characterized by over-centralization, ethnic and religious conflicts. In order to meet the challenges of the Twenty-first century, it will be necessary to create conditions for the development of a sustainable enabling environment which includes elements of good governance: the restoration and consolidation of peace, rule of law, a functioning multi-party system, free and fair elections, a responsive, responsible, and decentralized administration, a dynamic private sector and free mass media. External assistance from bilateral and multilateral partners will continue to be needed for these and related priority areas.

## **3. CONCLUSIONS**

Following lengthy, and at times controversial discussions, participants reached the following conclusions on the issues discussed:

### **3.1 Constraints to Civil Service Reform**

Participants recognized the inter-relatedness among social and economic development, good governance, citizen participation, and public sector reform, including civil service productivity, accountability and responsiveness. In opening the Seminar, the Deputy Prime Minister, Honourable Rev. Hendrik Witbooi, put it in proper context when he said:

"Our respective governments on the continent have been haunted by ... lack of capacity to formulate and implement appropriate policies and programmes; improper allocation and utilization of resources; wastage of scarce natural and human resources and the inevitable decrease in morale and motivation which are all significant contributions to the poor performance of our national economies. This situation is exacerbated when structural adjustment programmes are prescribed ... as a cure to such weaknesses. The question that faces all of us at this regional meeting is what is to be done in the face of such challenges."

Furthermore, the following lessons of experiences from various countries' civil service reforms were discussed:

### **Summary CSR Lessons of Experience**

1. High level political commitment needs to support the reform process.
2. Need to broaden the process and involve the participation of clients and stakeholders outside the public sector. Local commitment and ownership is key to success.
3. Reforms take time.

4. Must take a broader strategic and integrated approach that includes governance and improved service delivery.
5. Technical capacity development, and institutional development must be enhanced.
6. It is important to take an experimental learning approach, record, document and share experiences~ results, lessons, etc. so as to enhance public sector institutional learning.
7. Need for systematic inter-country sharing of CSR experiences.
8. It is important to spell out in detail the specific tactical interventions by which the overall CSR strategic goals will be achieved.

### **3.2 Accountability in Public Service**

Participants concluded that while some bold mechanisms have been put in place to enforce accountability there is still a need to strengthen most of them especially electoral systems, anti-corruption measures, citizen participation, codes of ethics, citizen charters or consumer councils, education, and skills training.

Realizing the limitations of the inherited public administrative system to address the emerging dynamic needs and expectations of the majority of the people, it would be necessary to strengthen the following:

- (a) Research and Monitoring Units
- (b) Public Accounts Committees
- (c) Administrative Courts
- (d) Anti-corruption bodies.

Given a conducive environment with political commitment, appropriate legal framework with clearly established guarantees and responsibilities for civil servants, as well as adequate resources, the public administration system should adopt and maintain the culture, norms and values of professionalism characterized by:

1. Neutrality and impartiality
2. Performance, efficiency and productivity
3. Continuous education, training and upgrading of skills

### **3.3 Responsiveness of the Public Service**

A public agency's responsiveness to the public can be rated in terms of the response to user complaints: changes in volume of complaints, time taken to deal with complaints, and public satisfaction with the response or solution.

It was noted that the following factors would facilitate public sector responsiveness:

/...

1. The capacity and willingness to provide prompt, courteous and timely services.
2. The willingness to provide information on policies, programmes, procedures, etc. in clear and simple languages.
3. The willingness to receive and solicit feedback from the citizens.

### **3.4 Preparing for the 21st Century**

It was also concluded that sustainable improvements in African public administration for the Twenty-first Century require the creation of an enabling environment. The enabling environment would include functioning systems relating to the rule of law and constitutionalism, separation of powers, independent judiciary, democratization, decentralization, free media, and citizen education and active participation.

## **4.0 RECOMMENDATIONS**

### **4.1 CIVIL SERVICE REFORM**

1. African public administration should focus on both economic and social development. Specifically, it was recommended that future initiatives should be locally owned and contextualized and draw on local knowledge and institutions.
2. It should also broadly focus on long-term governance issues rather than only the shortrun narrow aspects of cost and size; emphasize the development of human capital, including staff training and citizen awareness and education; democratization and protection of civil liberties. Participation efforts, aimed at improving public administration systems, should involve trade unions, chambers of commerce, NGOs and other civil society associations in both policy formulation and execution.
3. Recruitment to positions in public administration should, in as much as possible, be based on merit, but where political, social and cultural realities dictate accommodating disadvantaged groups, governments are encouraged to take appropriate measures to rectify any inequities.

### **4.2 PRODUCTIVITY**

1. Government organizations should be required to develop objectives, targets and performance indicators for monitoring the achievement of productivity goals. To the extent possible, employees should be involved in the determination of objectives and in setting performance targets.
2. To enhance productivity in the civil service, officials should be provided with adequate PaY and appropriate infrastructural facilities, information technology, equipment and supplies.
3. Management development institutes should be strengthened as instruments for promoting productivity through the expansion and diversification of competency training and retraining

/...



programmes. They would also benefit from sub-regional and regional networking and selective twinning arrangements with appropriate institutions.

#### **4.3 ACCOUNTABILITY AND RESPONSIVENESS**

1. Civic education should be conducted to create citizen awareness of political rights and duties as well as the political potency of the election box. Training programmes for public officials should highlight accountability issues as much as possible.

2. Methods of enforcing accountability such as parliamentary control, legislative accountability, ombudsman, etc. should be strengthened and external assistance should be mobilized, where appropriate.

3. To enhance accountable behavior on the part of public servants, greater attention should be paid to inculcating professional ethics and standards, including those adopted by professional associations (doctors, lawyers, accountants,).

4. (i) Countries should adopt stringent anti-corruption measures including the adoption of a code of ethics, the obligation on public officials to declare assets and the provision of adequate resources to ensure effective enforcement as a way of curbing harmful effects of corrupt practices on development.

(ii) Participants also called on northern countries to join hands with African and Southern Countries in combating corrupt practices associated with international trade (socalled "trade bribes").

5. Government should provide protection for whistleblowers who expose corrupt behaviors both in the public and private sectors.

6. Decentralization requires a strong state that provides a deconcentrated context for meaningful devolution. If there is no strong deconcentrated state, devolution could lead to the collapse of the state. To effectively decentralize, African governments are encouraged to devolve power to local levels as a way of deconcentrating the center and enhancing participation and accountability. Decentralization efforts, however, should be accompanied by adequate provision of financial and human resources.

#### **4.4 PREPARING FOR THE TWENTY-FIRST CENTURY**

1. In view of the persistent weaknesses of African public services, it is recommended that national governments, with donor assistance, should mobilize resources for retaining, attracting and effective utilizing qualified human resource, reversing the brain-drain and developing positive enabling environment which prepares African public administration for the local, regional and global challenges of the Twenty-first Century.

2. In order to ensure that African civil services are able to cope with the challenges of the next century, it is recommended that they adjust to the challenges and opportunities of the evolving information technology revolution: acquire the necessary knowledge, skills, tools, software and equipment. It is particularly recommended that adequate arrangements for inhouse maintenance be made with a view to developing a culture of maintenance. It is important that attention be paid to the type, quality and quantity of data, information, and knowledge which will impact on decision-making at all levels of public administration.

3. It is recommended that the redefinition of the role of the state for the 21st Century should emphasize its responsibility for guaranteeing the freedom and fundamental rights of citizens in the political sphere while assuming the role of "etat regulateur" (the enabling state) in the economic and social spheres.

4. Administrative reform measures required for meeting the challenges of the 21st century should include:

- involvement of trade unions, chamber of commerce, NGOs and other civil society groups in both policy formulation and execution;
- attention to relevant aspects of the traditional values and practices in each country
- rationalization and coordination of the activities of governments.

#### **4.5 USE OF TCDC MODALITY IN ENHANCING IMPROVEMENT OF EFFICIENCY IN GOVERNMENT**

##### **1. General Information**

It was noted that the moment was propitious for developing countries to consider South-South cooperation, in particular TCDC, in developing concrete exchanges of experiences, capacities and ideas in the areas of accountability, productivity and responsiveness of the public sector.

While noting that technical cooperation on a TCDC basis does not preclude the use of traditional North-South cooperation, where appropriate, it was however necessary for Governments to consider TCDC as a viable option given its advantages for sustainability and cost effectiveness, at a time when overseas development assistance funds were on the decline. Particular mention was made of the new directions for TCDC emphasizing the role of pivotal developing countries in providing their capacities in priority areas. Furthermore, emphasis was put on the enhanced multi-dimensional information system i.e. TCDC-INRES which provides valuable information on institutional capacities of developing countries which is critical to overcome lack of awareness of such capacities.

It was recalled that among the recommendations by the UN Secretary-General in his report on Public Administration and Development to the resumed 50th session of the General Assembly, South-South cooperation, TCDC in particular, was included as a viable modality for the exchange of experiences among developing countries and countries with economies in

/...

transition.

## **2. Recommendations**

In the ensuing discussions, the main interventions were centered on the role TCDC should play in helping to identify needs and capacities that took into consideration the socio-cultural context of the region. The following recommendations were made for implementation, utilizing the TCDC and South-South Cooperation modality:

1. Publications on public administration and development, exchanges on information technologies and best practice cases in public administration should be encouraged, vigorously pursued and widely disseminated.
2. Resources should be mobilized for training and exchanges on short-term basis among developing countries.
3. International organizations, the UN in particular, and donor countries should assist the African region in utilizing its own capacities to provide training in the modernization of the national schools of public administration.

**Appendix I**

**REGIONAL MEETING ON PUBLIC ADMINISTRATION AND  
DEVELOPMENT: FROM STRUCTURAL ADJUSTMENT TO  
IMPROVED EFFICIENCY IN GOVERNMENT/  
REUNION REGIONALE POUR L'AFRIQUE:  
ADMINISTRATION PUBLIQUE ET DEVELOPPEMENT: DE  
L'ADJUSTEMENT STRUCTUREL A L'AMELIORATION DE  
L'EFFFACITE DU GOUVERNEMENT**

**ATTENDANCE LIST OF PARTICIPANTS**

**ANGOLA**

Luiz Gonzaga Wawuti  
Director General  
Institute of Public Administration  
Luanda  
Tel. 350910

**BENIN**

Gerard Houngbe  
Conseiller Technique a lla Reforme Administrative  
Fonction Publique et Reforme Administrative  
Cotonou, Benin  
Tel. 00 229 310614/313112  
Fax: 00 229 310629

**BURUNDI**

Busokoza Gabriel  
Conseiller Technique de Ministre  
Fonction Publique  
Bubumbura,  
BP 1480  
Tel: 22 54 85 12 23 S14  
Fax: 257 220349

**CAP VERT**

Romeu Fonseca Modesto  
Directeur General Reforme Administration  
Administration Public  
B.P. 200  
Cap Vert  
Tel. 610441 (ser) 614392  
Fax: 612792

**CONGO**

Fulbert Bangayala  
Conseiller du Ministre de la Fonction Publique  
Brazzaville, Congo  
Fax: (212-7) 775-690

**COTE D'IVOIRE**

Dian Boni  
Directeur ENA  
Emploi Fonction Publique et Prevoyance Sociale  
Abidjan

**CENTRAL AFRICAN REPUBLIC**

Ndemoukouna Jean  
Charge de Mission  
Fonction Publique  
Bangui  
Tel: 236 616938  
Fax: 236 610414

**COMORES**

Mouridi Soilihi  
Directeur de la Modernisation  
Fonction Publique  
Moroni  
Tel: 744424  
Fax: 730702/7318701

**ETHIOPIA**

Gulilat Tilahun  
Civil Service Commssioner  
Civil Servies Commission  
Addis Ababa  
Tel: 251 1 553374  
Fax: 251 1 552030

**GABON**

Paulinette Eyi  
Directeur des Services Exterieurs  
M Fonction Publique et Reforme Administrative  
Libreville  
B.P 12514  
Tel: 765002

**GHANA**

Robert Dodoo  
Head of Civil Service  
P O Box M49  
Accra  
Tel: 665880  
Fax: 233 21 662344

**GUINEA**

Moussa Kone  
Directeur du CPA  
Conakry  
Tel: 442168

**GUINEA-BISSAU**

Higino Cardoso  
Director Geral da Funcao Publica  
Minsterio da Fnao Publica e Trabalho  
C.P. 144 - Bissau  
Tel. 245 213865/215119  
Fax: 245 202010/201646

## MADAGASCAR

William Yves-Son Andriamandrantsoa  
Directeur Civial de le Fonction Publique  
Ministere de la Fonction Publique  
Antananarive  
Tel: 21252

## MALI

Yaya Doumbia  
Counseiller Technique  
Emploi et du Travail  
Bamako  
Tel: 223431

## MAURITIUS

B Ranjit Goordyal  
Secretary to Cabinet & Head of the Civil Service  
Prime Minister's Office  
Port Louis  
Tel: 230 2012850/2115090  
Fax: 230 2086642

## MAURITANIA

Mohameden Ould Bah  
Directeur Adj. Fonction Publique  
Ministere de la Fonction Publique  
P O Box 2033  
Nouakchott  
Tel: 222 256985  
Fax: 222 258410

## MOROOCO

Hajouri Mohamed  
Directeur de la Fonction Publique  
Ministere de Affaires Administratives  
Rabat  
Tel: 212 7 773068  
Fax: 212 7 773040

**MOZAMBIQUE**

**Zefanias Seneta Mabie Muhate**  
Adviser for the Minister  
Ministry of Education  
Maputo  
Tel: 741826  
Fax: 490979

**NAMIBIA**

**Mr Lohmeier S Angula**  
Acting Under Secretary  
Office of the Prime Minister  
P O Box 1117, Windhoek  
Tel: 09264 61 287 3051  
Fax: 09264 61 225076

**Loini-Nyanyukweni Katoma**  
Permanent Secretary  
Ministry of Basic Education and Culture  
Private Bag 13186, Windhoek  
Tel: 09264 61 2933173/4  
Fax: 09264 61 228641

**Joseph Shigwedha Iita**  
Permanent Secretary  
Ministry of Lands, Resettlement and Rehabilitation  
Windhoek  
Tel. 09264 61 223306  
Fax: 09264 61 228240

**Manasse U Katjivena**  
Foreign Relations Officer  
Ministry of Foreign Affairs  
Windhoek  
Tel: 09262 61 2822200  
Fax: 09264 61 223937

**Lazarus Sheefeni Uaandja**  
Deputy Secretary: National Council  
Parliament  
Windhoek  
Tel. 09264 61 2889111  
Fax 092364 61 226121



Nghidimondjila Shoombe  
Permanent Secretary  
Ministry of Regional and Local Government and Housing  
Windhoek  
Tel: 09264 61 2972110/1  
Fax: 09264 61 226049

Erastus Negonga  
Permanent Secretary  
Ministry of Defence  
Private Bag 13307  
Windhoek  
Tel. 09264 61 2049111  
Fax: 09264 61 2042092

#### NIGER

Kamed Ibrahim Attacher  
Directeur de la Fonction Publique  
Minister Fonction Publique, Travail et Emploi  
B P 11087  
Niamey

#### RWANDA

Charlotte Mukankusi  
Director Modernisation  
Ministry of Public Service  
Kigali-Kacyiru  
Tel. 00250 85064/86026  
Fax: 00250 83374

#### SEYCHELLES

Ronny Renaud  
Senior Management Analyst  
Administration and Manpower  
National House  
P O Box 56, Victoria  
Tel: 248 38300  
Fax: 24X 224936

**SOUTH AFRICA**

**Ian Christopher Assam**  
**Deputy Director: HRD**  
**Ministry of the Public Service and Administration**  
**Pretoria 0001**  
**Tel: 012 3245600**  
**Fax: 012 3245616**

**SAO TOME ET PRINCIPE**

**Angela De Barros Lima**  
**Directeur de Cabinet du Ministre**  
**Ministere Justice et Administration Publique**  
**Sao Tome**  
**Tel. 239-12 22256/23213**  
**Fax: 239-12 22256**

**SENEGAL**

**Boubacar Niang**  
**Directeur de la Formation Permanente a l'Ecole Nationale d'Administration et de Magistrature**  
**Ministere de la Modernisation de l'Etat**  
**P O Box 5029**  
**Dakar, Senegal**  
**Tel: 255828/242467**  
**Fax: 258744**

**UGANDA**

**Martin Orech**  
**Head of the Civil Service**  
**Ministry of Public Service**  
**Kampala**  
**Tel: 251002**

## COOPERATING ORGANIZATIONS

### UNITED NATIONS

#### Department of Development Support and Management Services (DDSMS)

Rukudzo Murapa  
Interregional Adviser  
DPADM/DDSMS  
UN Secretariat, New York, 10017  
Tel: 212 9633063  
Fax: 212 9632916

Andres Castellanos  
Senior Economic Affairs Officer and  
TCDC Focal Point for DDSMS  
DPADM/DDSMS  
UN Secretariat, New York, 10017  
Tel: 212 9636482  
Fax: 212 963 2916

### RESOURCE PERSONS

Lapido Adamolekun  
Principal Management Specialist  
Africa Technical Department  
The World Bank  
Washington D.C., 20433, USA  
Tel. 202 473-4770  
Fax: 202 473-7913

Andrew G Bangali  
Consultant  
c/o UNDP Special Unit for TCDC  
UNDP, New York  
Tel: 212 906-6689  
Fax: 212 906-6429

Ismail Ismail Ali  
Chief, Public Administration, Management and Finance Section  
Tel: 2511 516108  
Fax: 2511 514416

**Moses N Kiggundu**  
Professor, School of Business  
Carleton University, Ottawa, ON K1S 5B6, Canada  
Tel: 613 520-2380  
Fax: 613 520-2532

**Department of Public Information**

**Collinet Finjap Njinga**  
Director  
United Nations Information Centre  
Windhoek  
Tel:

**United Nations Development Programme (UNDP)**

**Stephen Adei**  
Resident Co-ordinator of the UN System  
in Namibia and Resident Representative  
Windhoek  
Tel: 09264 61 229223  
Fax: 09264 61 229084

**Joan Archer**  
Regional Officer for Africa  
Special Unit for TCDC  
UNDP, New York  
Tel: 212 906-6689  
Fax: 212 906-6429

**Economic Commission for Africa**

**Asmelash Beyene**  
Regional Advisor in Public Administration  
Public Administration, Human Resources and Social Development  
Division  
P O Box 3005  
Addis Ababa, Ethiopia  
Tel: 2511 517200 ext. 736  
Fax: 2511 514416

**COMMONWEALTH**

Samuel Agere  
Adviser (Management Development)  
Management and Training Services Division, Marlborough House  
Pall Mall, London SW1Y 5HX, England  
Tel: 0171 747 6353  
Fax: 0171 747 6335

**MINISTERE FRANCAIS DE LA COOPERATION**

Alain Blancheton  
Charge de Mission  
Departement des Appuis Economiques et Financiers  
Ministere de la Cooperation  
20 rue Nounien  
75700 Paris, France  
Tel: 33 1 53694262  
Fax: 31 53694385

Michel Pipelier  
Sous-directeur du Developpement Institutionnel  
Ministere de la Cooperation  
20 rue Nounieu  
75700 Paris, France  
Tel: 33 1 53694132  
Fax: 33 1 53694389

**INSTITUT INTERNATIONAL d'ADMINISTRATION PUBLIQUE  
(IIAP)**

Nicole Belloubet-Frier  
Directeur de la Recherche et des Publications  
2 avenue de l'observatoire  
75006 Paris, France  
Tel: 33 1 44418611  
Fax: 33 1 44418619

**OBSERVATOIRE DES FONCTIONS PUBLIQUES AFRICAINES**

Billy-Nonkoumon Drumbruya  
President du Conseil et administrateur  
Pierre-Vincent Ngambo Fondjo  
Secrtaire Permanent Adjoint  
Cotonou, Niger  
Tel: 229 303368 and Fax: 229 303199

**CENTRE AFRICAIN DE FORMATION ET DE RECHERCHE  
ADMINISTRATIVES POUR LE DEVELOPPEMENT (CAFRAD)  
AFRICAN TRAINING AND RESEARCH CENTRE IN  
ADMINISTRATION FOR DEVELOPMENT**

Dian Boni  
Membre du Conseil Scientifique  
B.P. 310 Tangier, Morocco  
Tel: 942652/942691  
Fax: 941415

Hajoui Mohamed  
Membre du Conseil Scientifique,  
B.P. 310 Tangier, Morocco  
Tel: 942652/942691  
Fax: 941415

**SECRETARIAT OF THE MEETING**

Ms Zouna Janson  
Chief Training Officer  
Office of the Prime Minister  
P.O.Box 1117, Windhoek  
Tel: 09264 61 2873129  
Fax- 09264 61 225076

Ms Melani Henckert  
Senior Private Secretary  
Office of the Prime Minister  
P O Box 349, Windhoek  
Tel. 09264 61 2873063  
Fax: 09264 61 225076

Mr Matthias Bescy Ekandjo  
Chief Personnel Officer  
Office of the Prime Minister  
P O Box 2172, Windhoek  
Tel: 09264 61 2873098  
Fax: 09264 61 225076

Mr Ebson Hoeseb  
Assistant Training Officer  
Office of the Prime Minister  
P O Box 1117, Windhoek  
Tel: 09264 61 2873019  
Fax: 09264 61 225076

/...

**Appendix II**

**REGIONAL MEETING ON PUBLIC ADMINISTRATION AND DEVELOPMENT:  
FROM STRUCTURAL ADJUSTMENT TO IMPROVED EFFICIENCY  
IN GOVERNMENT**

**Windhoek, 25 - 27 March 1996  
PROGRAMME (Revised)**

**Sunday, 24 March 1996**

19:00 Reception hosted by Office of the Prime Minister and United Nations in the Omatako Room

**Monday, 25 March 1996**

08:30 Registration

09:25 Arrival of Honourable Deputy Prime Minister, Rev Hendrik Witbooi

09:35 National Anthem

09:40 Comments by the UNDP Resident Representative Mr Steve Adei

09:55 Opening Speech by the Honourable Deputy Prime Minister, Rev. Hendrik Witbooi

10:10 Vote of thanks by representative of UNDDSMS

10:15 Coffee

10:45 Opening remarks:

- United Nations Department of Development Support and Management Services (UN/DDSMS) - Mr. R Murapa
- French Ministry of Cooperation - Mme N Belloubet-Frier
- Economic Commission for Africa (ECA) - Mr. Ismail Ali
- Commonwealth Secretariat - Mr. Sam T. Agere
- Organization of Work - Mr. R Murapa

**11 :45           Improvement of efficiency of the Civil Service**

- General presentation by Prof. Moses Kiggundu, resource person  
Moderator: Lohmeier Angula, Namibia
- General discussion

**13:00           Lunch**

**14:30           Productivity of the Public Service**

- Presentation by: Dr. Sam Agere, Resource Person and Advisor,  
Commonwealth Secretariat
- Panel: Mauritania, Mauritius, Namibia, Rwanda and Senegal  
Moderator: Morocco

- General Discussion

**15:45           Coffee**

**16:00           Productivity of the Public Service (cont'd)**

**Tuesday 26 March 1996**

**08:30           Accountability/Responsiveness of the Public Service**

- Presentation by: Mr Ladipo Adomolekun, Resource Person, and Senior Public  
Sector Management Specialist, World Bank
- Presentation by: Mr Andrew G Bangali Resource Person
- Panel: Angola, Cape Verde, Comores, Gabon, Guinea, South Africa and  
Uganda  
Moderator: Ghana
- General Discussion

**10:30           Coffee**

**11 :00           General Discussion (cont'd)**

**13:00           Lunch**

**15:00           Visit of Windhoek by participants**



**Wednesday, 27 March 1996**

**08:30 African Public Services in the 21st Century: Creating an Enabling Political and Administrative Environment**

• Presentation by: Mr Ismail Ali Ismail Resource Person from the Economic Commission for Africa

• Panel: Central African Republic, Ethiopia, Madagascar, Mozambique and Seychelles

Moderator: Cote d'Ivoire

• General Discussion

**10:30 Coffee**

**11 :00 Use of TCDC Modality in Enhancing Improvement of Efficiency in Government**

• Presentation by: Mrs Joan Archer Regional Officer for Africa, UNDP Special Unit for TCDC, New York Moderator: Sao Tome et Principe

General Discussion

**12:30 Lunch**

**14:30 Presentation and adoption of the report and recommendations**

**17:00 Closing of the Meeting**

-----