



**Leadership Capacity-Development for Improved Delivery of Public
Services in Africa using Information and
Communication Technologies**

**Addis-Ababa, Ethiopia
23 – 25 July 2012**

Aide-Memoire

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1. Background and Rationale

Over the past decades Governments in different parts of the world have been trying to institute a variety of measures in order to reform and vitalize the public sector. These measures include re-defining the role and sharpening the focus of government with a view to enhance the service delivery capacities of public agencies by incorporating private business approaches and techniques, applying modern ICT in public management processes, and investing in human and institutional capacity building.

Improving the delivery of public services is critical to the achievement of national and international development agenda including Millennium Development Goals and any other post 2015 agenda in Africa, mainly because by most development indicators the African continent is behind all other regions of the world. Given the current trends, the majority of the LDCs¹ on the continent run the risk of missing out on meeting many of the Millennium Development Goals (MDGs) by the year 2015. Therefore now and beyond this MDG target year the countries must improve the delivery of public services in order to see an improvement in development.

African countries, having realized the challenge of strengthening capacities to improve the delivery of services on the continent, through their Ministries Responsible for Public Service and Administration, have designed a long term strategy and, subsequently, adopted an implementation framework that clearly identifies milestones to guide the Member States in their pursuit of this strategy realization. *The Long-term Strategy for African Governance & Public Administration* has identified six pillars for improved capability and effectiveness of public administration. Prominent in this strategy is the use of information and communication technology to improve the performance of the public service especially in delivering citizen oriented service. Ministers responsible for Public Service and Administration are optimistic that, if implemented successfully, the strategy will bring public service delivery up to standard in Africa².

¹ Out of 49 global LDCs 34 are African countries. The African LDCs are: Angola, Benin, Burkina Faso, Burundi, Central African Republic, Chad, Comoros, Democratic Republic of Congo, Djibuti, Equatorial Guinea, Eritrea, Ethiopia, Gambia, Guinea, Guinea-Bissau, Lesotho, Liberia, Madagascar, Malawi, Mali, Mauritania, Mozambique, Niger, Rwanda, Sao Tome and Principe, Senegal, Sierra Leone, Somalia, South Sudan, Sudan, Togo, Uganda, United Republic of Tanzania and Zambia (ref: *United Nations Programme of Action to Support LDCs* <http://www.unohrrls.org/en/ldc/25/>)

² see “Implementation Framework for Long Term Strategy of the Africa Governance and Public Administration programme” (CAMPS Secretariat, Nairobi, Kenya http://www.iag-agi.org/bdf/docs/implementation_framework_lts_african_governance_and_public_administration_programme.pdf)

Thus the Long Term Strategy of the Africa Governance and Public Administration Program which was adopted by the Ministers as part of the implementation of the African Charter on Values and Principles of Public Service and Administration provides a framework for supporting public administration capacity development including ethics, professionalism, the fight against corruption in the public service and effective delivery of public services in Africa. In article 8 of the Charter concerning “*Modernization of the Public Service and Administration*” it is specified that “Public Service and Administration shall ensure that modern technologies are used to support and improve the delivery of services”.

The strategy was adopted by the Ministers responsible for Public Service and Administration during their conference held in Nairobi Kenya (9-14 May 2011) that had as the theme “*Towards Efficient and Effective Service Delivery*”. UNDESA was invited to the conference to provide advice in recognition of the role it has been playing in supporting public administration capacity development in Africa. UNDP and ECA have been providing support including in the process of preparing the Strategy. In her remarks closing the conference the Commissioner for Political Affairs of the Africa Union Commission (AUC) called up on Development Partners to support the strategy for an effective, efficient, responsible and innovative public service in Africa³. In response to this request and the explicit requests received from the CAMPS Secretariat, the three (UNDESA, UNDP, and ECA) have come together to provide support to this capacity building workshop.

According to the trends of using ICT in conducting government affairs in many countries, African Ministers responsible for Public Service are taking the right step in pursuing the long term strategy which emphasizes the use of ICT as an important conducive aspect contributing to the improvement of public service delivery. The United Nations e-Government Survey 2012 shows that progress in online service delivery continues in most countries around the world (see http://www.unpan.org/egovkb/global_reports/08report.htm). The Survey also finds that many have put in place e-government initiatives and ICT applications for the people to further enhance public sector efficiency and streamline governance systems to support sustainable development. Among the e-government leaders, innovative technology solutions have gained special recognition as the means to revitalize lagging economic and social sectors. The overall conclusion that emerges from the 2012 Survey in today's recessionary world climate is that while it is important to continue with service delivery, governments must increasingly begin to rethink in terms of e-government – and e-governance – placing greater emphasis on institutional linkages between and among the tiered government structures in a bid to create synergy for inclusive sustainable development. Therefore, in order to prop up a transformative role of the government towards cohesive, coordinated, and integrated processes and institutions able to uphold sustainable development, it becomes increasingly important to widen the scope of e-government.

It is notable that while all of the African leaders increased their e-government development index value in 2012, they however lost in comparative performance around the world, except for Kenya, which gained in the world rank from 124 to 119. The key challenge of Africa e-government development remains the lack of widespread infrastructure and functional literacy. Despite recent expansion in mobile telephony, most countries in Africa remain at the tail end of the digital divide. These challenges have translated into a lower than

³ see “**CLOSING REMARKS, 7TH CONFERENCE OF AFRICAN MINISTERS OF PUBLIC SERVICE BY H.E. MRS. JULIA DOLLY JOINER, COMMISSIONER FOR POLITICAL AFFAIRS AFRICAN UNION COMMISSION**”, Nairobi, Kenya – 14 May 2011 (<http://www.msps.go.ke/camps/>)

world average e-government development for all sub regions. Though there has been some improvement in all sub regions, except for Northern Africa, it has been minimal across the continent, with the least e-ready sub region of Western Africa.

The UN e-Government Report will be presented during the Workshop in order to analyze its results and conclusions and promote learning from shared experiences. The top performers in the use of ICT in government will be invited by UNDESA to share their experiences with African Ministers responsible for Public Service. It is expected that the global outlook of e-government in the report which includes all UN Member States will become a stepping stone in terms of experiences and cases for the Ministers as they embark on implementing the component of their long term strategy related to the use of information and communication technology to improve the performance of the public service especially in delivering citizen oriented service.

The success of the strategy depends on a number of factors including:

- (i) Leadership awareness and support of the use of ICT to improve the performance of the Public service;
- (ii) Institutional frameworks that support and promote design and use of ICT-based solutions for enhanced open government, transparency, accountability and accessibility in service delivery;
- (iii) capable human resources in the public service that have the requisite knowledge, skills, and technological know-how to design and apply ICT solutions to address the challenges of the Public service, especially in the delivery of services;
- (iv) availability of financial and other resources to support the application of ICT in the delivery of public services and other functions of the public service as an institution.

The development of the human capital, including leadership capacity, is crucial to the application of ICT to improve the performance of public sector institutions and to achieve national as well as international development agenda. The leadership awareness and commitment supported by the knowledge, know-how and skills, networking capacities and mind-sets of senior personnel in the public service are at the heart of the performance of countries for it is through them and by them that services are planned and delivered, critical innovations conceived and realized and needed reforms carried out. The aspects related to South-South cooperation are expected to heavily contribute to the success of this high-level workshop as developing countries will provide successful experiences and lessons learned as well as innovative solutions that use ICT to improve the delivery of public services.

UNDESA, based on its already positive experience in promoting the use of ICT in parliamentary administrations, took the challenge to respond to the call by African Ministers of Public Administration and Ministers of Civil service to spread and advance the deployment of modern ICT in the public service across the continent in order to improve equitable delivery of public services and bridge the digital gap between African countries.

Recognizing the crucial role that the African Governments have to play in ensuring social and economic development for their respective countries and the well being of their

citizens through enhanced public service delivery, and being aware of the effectiveness of the sharing of experiences and best practices among developing countries when it comes to finding viable solutions to common problems, United Nations Department of Economic and Social Affairs (UNDESA) with the United Nations Economic Commission for Africa (ECA) and the Regional Bureau for Africa of the United Nations Development Programme (UNDP/RBA) are organizing, in collaboration with the Conference of African Ministers of Public Service (CAMPS) and the Government of Ethiopia, a three-day Ministerial workshop on **“Leadership Capacity-Development for Improved Delivery of Public Services in Africa using Information and Communication Technologies”**.

For the purposes of cross-fertilization between Africa and Asia, UNDESA will bring, through its United Nations Project Office on Governance (UNPOG), e-government experts from Asia in order to share their lessons learnt and successful practices relevant to the thematic areas of the event. UNPOG, which is a facilitator in providing the Asian experience for populating UNPACS, will also disseminate the Korean experience to the African countries in terms of providing successful e-government strategies, policies and delivery of e-services.

The sharing of experiences as a learning method will also be enriched by the substantive inputs by the UNDP Regional Office in Johannesburg based on three of their initiatives: namely, ICTs work in UNDP-RSA/Ethiopia, UNDP-Cape Verde, CSO engagement/monitoring of public service delivery using ICTs- HUDUMA /ushahidi from Kenya and/or current experience in Liberia on supporting a comprehensive programme of support to PRS monitoring, and the UNDP global work on E-Governance and access to information via ICTs

2. Objectives of the Workshop

The overall objective of the workshop is to contribute to the development of the capacity of African governments to improve effectiveness, transparency, efficiency, openness and accessibility in the delivery of public services using information and communication technologies

In order to achieve the above objective, the Workshop will firstly raise the awareness of participating leaders of the crucial role to be played by modern technologies and facilitate building consensus and action plan to enable the African governments to work together for building capacity, skills and expertise to design, develop and deploy much needed software applications for Public sector Institutions.

Seizing the opportunity of having Ministerial level participants from most of the African countries, DPADM will share the progress achieved by the Division in the development of the United Nations Public Administration Country Studies (UNPACS). The participants' feedback will give additional impetus to the work of the Division on UNPACS, raise awareness of Member States of the new platform being developed, and facilitate networking much needed for the successful implementation of this major initiative.

The specific objectives are as follows:

- To enhance the awareness of participants, especially top political public service leadership, of the potential of ICT, especially Open Data Standards (ODS) and Open

Source Software (OSS) in improving the performance of Public Sector Institutions in delivering public services;

- To exchange knowledge and experiences in the use of ICT including ODS and OSS for improved public service delivery;
- To contribute to strengthening the linkage and networking among the Ministries of public/civil service, Management Development Institutes who are the providers of training for the public service, public universities as developers of ODS and OSS, and other key stakeholders including Development Partners in the management of public service in Africa;
- To provide a forum for Ministers responsible for public service and other senior leaders in the public service to design strategies on how to improve the delivery of public service using ICT and how to tap into the expertise of universities and other institutes who master the design of ODS and OSS;
- To explore avenues for mobilizing resources and commitment to support the initiative of “Building sustainable service delivery by promoting the use of Open Source Software and Open Data Standards in Africa’s public service institutions”;
- To raise awareness among Africa,s Public Service Leadership of the importance the E-Government Survey results, the leassons that can be derived from the cases and opportunities for capacity building provided by the UN e-government reports.
- To enhance cooperation between UNDESA and participating Member States in the development of UNPACS by reaching a consensus on the need to assign National Focal Points for verification of their respective country information available on UNPACS.

3. Target Group

Participants in the workshop will include Ministers responsible for Public/Civil Service in all countries of Africa; representatives of UNDP/Africa, representatives of ECA, representatives of Development Partners (especially those interested in collaborating with Africa Governments to improve their capacities to use ICT in the delivery of public services) and the host Government. The other targeted group of participants includes representatives of computing and ICT development faculties of universities and representatives of Management Development Institutes (MDIs). The total number of participants is expected to be around 100. UNDESA will finance the participation of 15 Ministers of Public Service and Administration or their Representatives selected from the LDCs in Africa.

4. Thematic Content of the Workshop

The workshop will evolve around the following topics:

- i) The Problematic of Public Service Delivery and Achievement of National and International Development Agenda including the MDGs in Africa.
- ii) The Role of Senior Public Service Leadership in promoting the use of ICT for Public Service Performance Improvement.
- iii) Harnessing the Potential of OSS and OS to Improve the Management of Public Sector Institutions and the Delivery of Services in Africa.
- iv) Developing Human Resource Capacities for effective use of open standards and open source software/applications in the African Public Service.

- v) Creating Centres of Excellence and Networks for effective Development and use of Open Standards and Open Source Software to improve the Delivery of Public Services.
- vi) Synergies and cooperation modalities that have to be espoused by the Public Sector Leaders in Africa and ensuing practical steps to be undertaken for the achievement of sustainable positive impact on the provision of efficient, effective and citizen oriented public services.

5. **Expected Outcome**

After taking part in the workshop, it is expected that the participants' capacities and competences will be strengthened in terms of planning, management, co-ordination, follow-up and evaluation of government action in using information and communication technologies to deliver services effectively. It is also anticipated that they will become more effective and better suited in advising Heads of Government and ministerial department heads in the implementation of government programmes, decisions and actions related to the use of modern technologies for improved public service delivery. The workshop will also present tools and current practices that should make governments more open and efficient, better coordinated and able to monitor and follow-up on the implementation of decisions. The workshop should contribute to the improvement and the efficiency of African governments, with a view to accelerating and supporting the continent's economic and social development. It will also raise the awareness of African countries of the United Nations Programme on Public Administration and result in enhanced cooperation between the UNDESA and participating Member States, particularly in the development of UNPACS and E-Government Survey.

The workshop will also serve as an avenue for galvanising collaboration among Development Partners to support the development of the capacities of the Public Service in Africa including using ICT all around the Long Term Strategy of CAMPS.

Recommendations stemming from the workshop proceedings will promote the use of OSS and OS technologies in the public sector. Specifically, it would be explored what administrative procedures may be put in place to promote partnership between public administrations in Africa and how ICT can support these administrative processes in the future.

Participation in the workshop will assist African governments, the majority of which are continuously confronted with economic, social and political challenges, to gain a more profound knowledge and understanding of open source software and standards in order to develop conducive environment and establish frameworks for harnessing modern technologies and deploying sustainable information systems and ICT tools.

The Workshop will engender a long-lasting impact, because under the overall umbrella of the Long Term Strategy of the Africa Governance and Public Administration Program agreed upon by the Ministers of Public Administration and Public service, the participants are expected to develop a common strategy and agree on the practical steps to be jointly undertaken by African countries for the achievement of sustainable, equitable and effective deployment of ICT in Public Sector Institutions for efficient delivery of open, responsive, cost-effective and therefore accessible public services.

6. Organizers, facilitators and resource persons

The Workshop will be organized by the Division of Public Administration and Development Management (DPADM including UNPOG) of UNDESA in collaboration with the Governance and Public Administration Division and Information Technology, Science and Technology Division of the United Nations Economic Commission for Africa (UNECA), the Ministry of Civil Service of the Federal Democratic Republic of Ethiopia, the Secretariat of the Conference of African Ministers of Public Service (CAMPS) and the UNDP Regional Bureau for Africa. Dr. John-Mary Kauzya, Chief of the Public Administration Capacity Branch of DPADM/DESA and Ms. Juster Nkoroi, Head of the CAPMS Secretariat, will be the main facilitators of the workshop in collaboration with Mr. Said Adejumbi and Ms. Aida Opoku-Mensah of ECA; and the representative of the Ministry of Civil Service of the Federal Democratic Republic of Ethiopia. Mr. Flavio Zeni, Chief Technical Advisor (CTA) of the “Support to the implementation of Africa i-Parliaments Action Plan” project will join the facilitating team to share the Experience of the project in OSS and OS in African Parliaments. The substantive presentations, especially case studies will be prepared by resource persons drawn from the participants to enrich the sharing of experiences and peer-to-peer learning.

UNECA will provide the needed conference services and secretarial assistance for the duration of the Ministerial workshop, including identification and sub-contracting of needed interpretation and translation services.

The Government of the Federal Democratic Republic of Ethiopia, as a host of the event will provide, along with the hospitality events, the requisite logistics support, such as transportation of high level participants from and to the airport.

The African Union Commission, Department of Political Affairs will be requested to officiate at the opening and closing of the workshop and the Conference of African Ministers of Public Service (CAMPS) and the Regional Bureau for Africa of the United Nations Development programme will mobilize the Ministers to participate and cover the expenses of the participation of some representatives of the countries of Africa as well as the members of the Bureau and the representatives of CAMPS.

UNDESA will, in addition to sponsoring the participation of 15 Ministers of Public Service and Administration from selected LDCs in Africa and covering the costs related to interpretation and translation services, identify the Keynote Speakers and panelists for the workshop, solicit the participation of experts from developing countries to ensure that a global voice is heard, and make a presentation of successful implementation of its technical cooperation activities in the use of modern technologies and ITC in the work of African parliaments and the world in general. The UNDP will also finance the participation of countries; contribute to the substantive facilitation of the workshop, interpretation and translation as well as some other logistics. UNPOG will support the workshop by providing substantive inputs through a presentation on e-Governance and preparation of reports. It will also provide logistical arrangements for high-level e-government participants or institutions ranging from identifying participants from Asia and Pacific region to contacting with and following-up them.

7. Process

The workshop will be conducted through short substantive presentations in plenary, discussions in plenary, small working group discussions, small planning sessions and report back sessions in plenary. The report of the meeting will contain the recommendations emerging from the workshop and propose a plan for the future activities that will support the utilization of ICT in general and OSS and ODS in particular, in the public sector in Africa for better delivery of public services.

8. Languages:

The Workshop will be conducted in English and French

9. Venue and dates:

The workshop will be held at the United Nations Conference Center in Addis Ababa, Ethiopia, from 23 to 25 July 2012.

10. Contact Address:

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