

**African Training and Research
Centre in Administration for
Development**

**المركز الإفريقي للتدريب
و البحث الإداري للإتماء**

**Centre Africain de Formation et de
Recherche Administratives pour le
Développement**



**Developing Capacities in Leadership for Better Coordination of Networked and On-line
Government Services**

CONFERENCE FOR SECRETARIES TO CABINET

AIDE MEMOIRE

**Birchwood Conference Centre
(Boksburg), Johannesburg, Republic of South Africa
23 – 25 April, 2008**

Background and Context

Good governance and effective public administration are increasingly receiving recognition from the international community as the foundation for achieving a wide range of international and domestic objectives such as the Millennium Development Goals (MDGs). In order to make public administration more effective, it is imperative that governmental action is better coordinated in a collegial and participatory way. Enhanced coordination of government operations can facilitate improved delivery of social services to African populations. Satisfactory public service provision can in turn enhance trust in government among citizens.

Good governance depends on public trust. Citizens expect public servants to serve the public interest with fairness and to manage public resources properly on a daily basis. Fair and reliable public services, as well as credible policies and institutions, inspire public trust and create a level playing field for business, thus contributing to efficient markets and economic growth¹.

In order to enhance coordination as well as to build cooperative synergies and increased efficiencies in the operations of government ministries and departments, there is near universal agreement on the strategic importance of deploying New Information and Communications Technologies in managing government. The importance of ICTs in the development process has been aptly characterized by President Marc Ravalomanana of Madagascar who has called for a *Marshall Plan for the development of New Information and Communication Technologies in Africa because the lack of information and communication harbors poverty*²

It is against this background that CAFRAD sponsored meetings in Tangiers, (Morocco) and Antananarivo (Madagascar) and again in Tangiers most recently (14-18 January 2008) affirmed the strategic leadership role of Secretariats to Cabinet, which being at the center of administrative machinery that promotes the harmony and smooth running of the administration, have a duty of maintaining good relations among government entities to whom they sometimes discharge the role of Counsellor, sometimes that of Secretary.

Sustainable visionary leadership and commitment in government are essential if government policies are to result in outputs and outcomes which positively impact the lives of citizens. Hence, the leadership capabilities of Secretaries to Cabinet as Heads of Civil Service require serious re-examination in view of the added responsibility of not only enforcing rule compliance but also that strategic time bound milestones/results are attained.

¹ UNDESA, *Aide Memoire*: “7th Global Forum on Reinventing Government: Building Trust in Government”, 26-29 Jun2 2007, UN Headquarters, Vienna, Austria, p.3

² CAFRAD, *Aide Memoire*: “Creating Networked and On-Line Government Services’ Seminar for Officer in charge of Information and Communication Technology (ICT) Services within Secretariats to Cabinet”, Tangiers, Morocco, 14-18 January, 2008, p.2

The Secretary to the Cabinet, whom in some systems provides overall leadership to the Civil Service, requires key attributes like setting the strategic vision and direction, challenging old rules and processes, enlisting support, providing good role modelling and most importantly achieving excellent results³. It is therefore a matter of strategic importance that the leadership capacities of Secretaries to Cabinet are reinforced to enable them to better plan, coordinate, manage, evaluate and track government action as manifested in programs, projects, policy circulars, etc.

In view of the increasing significance accorded to ICTs in improving the management and coordination of operations of governments and all related state institutions, there is universal recognition that ICTs may offer abundant benefits to African governments in improving the planning and coordinating of government work processes in the quest to attain good governance.

It can therefore be logically extrapolated that the usage of ICT in government operations can no longer be the exclusive preserve of experts in government ICT Departments. Indeed if Secretaries to Cabinet and their Senior Managers (Permanent Secretaries and Secretaries-General) are to effectively mobilize and streamline all the resources at their disposal to deliver results as pronounced in government policies and work plans, they must assume the driver's seat in applying E-methods in running government. Simply stated, as Government undergoes re-invention and modernization on account of the installation of new technologies and work processes, Secretaries to Cabinet and other Senior Government Managers must exercise 'authorship' and 'ownership' over the 'change' process by scaling up their capacities to use ICTs in managing day to day government operations.

It is in light of the foregoing, added to concerns and priorities articulated by key stakeholders and partners, that CAFRAD in collaboration with the Government of the Republic of South Africa, through the Secretariat to Cabinet, will organize a four day Conference for Secretaries to Cabinet, including Permanent Secretaries in the Office of the Prime Minister, the Presidency and the Ministry of the Public Services to broadly exchange views, experiences and perspectives in regard to emergent leadership challenges and opportunities confronting Heads of Secretariats in Africa and responses thereto.

Objectives

During this Conference, Secretaries to Cabinet and other Senior Government Managers will examine ways and means of improving their strategic leadership and managerial performance, as well as better use of ICTs in planning, scheduling, coordinating, assessing and following up government's work through networks functioning on line. The targeted objective being to make governments' work more efficient, while reinforcing the leadership capacities of Secretaries to Cabinet and Senior Managers .

Specific Objectives are as follows:

- To offer a platform to Secretaries to Cabinet to deliberate on Globalization, and its attendant interrelated processes of 'State modernization' and 're-invention of

³ Tag Elsir Mahgoub Ali, "The Role of Public Sector Leadership in Fostering Socio-Economic and Political Development in Africa" , CAFRAD/NEPAD/UN-DESA Seminar on Public Sector Leadership Capacity Development for Good Governance in Africa, Kampala, Uganda, 27-30 January 2004, p. 4

- government' and the implications arising for the Leadership of Secretariats to Cabinet and/or the Civil Service in Africa;
- To exchange experiences regarding the benefits and challenges associated with enhanced ICT usage on leadership capacity and managerial performance of Secretaries to Cabinet;
 - To offer a Forum to Secretaries to Cabinet to identify capacity challenges that constrain Senior Government Managers in Africa from fully using ICTs in effectively exercising their leadership mandates and missions over the Civil service;
 - To provide a platform to Secretaries to Cabinet to deliberate on strategies and modalities that can enhance integrity, ethics and professionalism in Secretariats to Cabinet and the Civil Service;
 - To offer a Forum to Secretaries to Cabinet to explore modalities for inter-African partnerships and collaborative networks with stakeholders aimed at disseminating leadership capacity building best practices and experiences for High Level Government Managers.

Participants

The Conference will be organized for Secretaries to Cabinet, Permanent Secretaries (Secretaries-General) of the Prime Minister, the Presidency and the Ministry of Public Services.

Expected Results

- After taking part in the Conference, Secretaries to Cabinet and Senior Managers will have attained an enhanced appreciation of benefits arising from scaled-up use of ICTs in enhancing their leadership capacities to better manage, plan, coordinate, evaluate and follow-up government action as embodied in programs, projects, policy circulars etc; and thereby steer the Public Service towards higher levels of transparency, efficiency and effectiveness as required by good governance;
- The Conference should also result in enhanced appreciation of the benefits that ICT can offer to Secretaries to Cabinet and Senior Civil Service Managers in terms of providing transformational leadership which more effectively harnesses the human and physical resources of the civil service to, among other things, build strategic partnerships with the private sector;
- The Conference will generate practicable ideas on how to enhance integrity, ethics and professionalism in Secretariats to Cabinet and the wider Civil Service in Africa;
- At the end of the Conference, Secretaries to Cabinet and Senior Government Managers should be aware of the high levels of infrastructural and human resource investments as well as partnerships that must be mobilized at national, regional and international level in order to facilitate enhanced use of ICTs to improve leadership capacities of Secretaries to Cabinet Senior Civil Service Managers in Africa.

Contents (Program)

1. ***The Changing Role of Governments in the Context of Globalization and Modernization of the State and the Re-invention of Government in Africa.***
2. ***The relationship between politicians and governments in the context of democratic pluralism: Conflict or Collaboration?***
3. ***The Leadership Role of Secretaries to Cabinet in the Achievement of the Government's Vision, Mandate and Mission and in Promoting Ethics, Integrity and Professionalism.***
 - The role of Secretariats to Cabinet in communicating vision, mandate and mission to all Government entities and stakeholders.
 - The Secretaries to Cabinet and sequenced implementation of the vision, mandate and mission of the Government.
 - Ethics Codes/Charters and the promotion and upholding of ethics, integrity and accountability in the Civil Service.
4. ***Implementation of Government Action and Interventions on the basis of Results Based Management (RBM)***
 - Setting results/outputs/outcomes in the Upper Civil Service.
 - Holding Senior Managers accountable for Governmental performance.
 - Conflicts of Interest Guidelines, whistle blower protection, etc., and the relevant legislative instruments.
 - Merit based recruitment and career progression and professionalism in the Civil Service.
 - The use of RBM for enhanced synergies and coherence among Government entities to cost efficiently deliver results.
5. ***Planning for the use of ICT in Managing and Coordinating Secretariats Activities: Architecting and Automating organization/Cabinets for Better Service Delivery.***
 - To encourage proper business planning in such a way that organizational planning and delivery of services are coherent throughout the organization in order to ease the deployment of ICT services and solutions.
 - Best practices like Service Orientated Architecture and how to align your ICTs with your organizational strategy.
6. ***ICT Infrastructure Requirements in support of Cabinet***
 - The introducing of key ICT building blocks needed for Cabinet. This will be delivered by different service providers, including other government institutions.
7. ***The use of ICT in Managing and Coordinating Secretariats Activities: Practical Presentations:***
 - HR Connect, Integrated Human and Financial Management System, CabEnet;
 - ICT applications for Planning scheduling, coordinating, assessing and tracking implementation of Government Work plans by Secretariats to Cabinet;

- ICT applications for preparation of Cabinet Memorandum and Cabinet Meetings;
- ICT applications in maintaining liaison, coherence and synergy among government entities;
- Ensuring Confidentiality and Security of the Network.

8. *On-line Pan-African Network to Link Secretaries to Cabinet to exchange leadership capacity development best Practices and Challenges*

Methodology

Resource Persons will lead discussions which will be facilitated by a High Level/Eminent Personality (Secretary to Cabinet and others).

Registration fees: US\$ 300 (or 200 Euros) per participant to be paid during registration for the Seminar

Venue: Johannesburg (Republic of South Africa).
Date: 23 - 25 April, 2008
Duration: 3 days
Languages: English, French and Portuguese