

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

**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

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

REPORT

Background and Context

Good governance and effective public administration have increasingly received 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).

Good governance has relied 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 created a level playing field for business, thus contributing to efficient markets and economic growth¹.

For enhanced coordination as well as to build cooperative synergies and increased efficiencies in the operations of government ministries and departments, there is a near universal agreement on the strategic importance of deploying New Information and Communication Technologies in managing government.

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

The Secretary to the Cabinet, whom in some countries, provides overall leadership to the Civil Service, required 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 results². It was therefore a matter of strategic importance that the leadership capacities of Secretaries to Cabinet were reinforced to enable them to better plan, coordinate, manage, evaluate and track government action as manifested in programs, projects and policy circulars, etc.

Of increasing significance was the overall added value to improving the business of government through the deployment of ICT systems to help with the management and coordination of operations of governments and all related state institutions. There has been the universal recognition that ICTs offer abundant benefits to African governments in improving the planning and coordinating of government work processes in the quest to attain good governance.

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) were to effectively mobilize and streamline all the resources at their disposal to deliver results as 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

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 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 Managers have to exercise ‘authorship’ and ‘ownership’ over the ‘change’ process by scaling up their capacities to use ICTs in managing day to day government operations.

Objectives

This conference brought together Secretaries to Cabinet and other Senior Government Managers to examine ways and means of improving their strategic leadership and managerial performance. It was also to alert participants to the better use of ICTs in planning, scheduling, coordinating, assessing and following up government’s work through networks functioning on line. The targeted objective was to make governments’ work more efficient, while reinforcing the leadership capacities of Secretaries to Cabinet and Senior Managers.

Specific Objectives which were addressed were 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 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

In all 45 participants were in attendance in the Conference representing 16 African countries. These were: Secretaries to Cabinet, Permanent Secretaries (Secretaries-General) of the Prime Minister, the Presidency, the Ministry of Public Services, and ICT specialists in Secretariats to Cabinet.

Outcomes achieved

The three day conference was beneficial in many respects especially considering the high level of participation and the scope of discussions. It was obvious that the participants have:

- Enhanced their 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;
- Improved their knowledge of mechanisms to steer the Public Service towards higher levels of transparency, efficiency and effectiveness as required by good governance;
- Developed a greater understanding of the benefits that ICT can offer to Secretaries to Cabinet and Senior Civil Service Managers in terms of providing transformational leadership and direction. This will result in a more effectively harnessing of the human and physical resources of the public service to, among other things, build strategic partnerships with the private sector;
- Lead to a better appreciation of how to enhance integrity, ethics and professionalism in Secretariats to Cabinet and the wider Civil Service in Africa; and
- Contributed to a greater awareness of the need for high levels of infrastructural and human resource investments as well as partnerships that will impact positively at national, regional and international level.

Conference Proceedings

Presentations made focused on the theme of the Conference “*Developing Capacities in Leadership for Better Coordination of Networked and On-line Government Service*”. To set the tone for the Conference the opening address was delivered by the Hon. Geraldine Fraser-Moleketi, Minister for Public Service and Administration. The subsequent days focused on presentations and deliberations which were proactive and challenging.

Herewith as captured below were the summaries:

1. The Changing Role of Governments in the Context of Globalization, Modernization of the State and the Re-invention of Government in Africa (key note address by Minister Fraser-Moleketi)

The roles of governments the world over, and Africa in particular, seem to be constantly undergoing change. More pronounced than ever before was the issue of globalizations and its imperatives, which provided challenges for many nation states and the process of development.

African states cannot live in isolation for their own survival depended on linking up with the outside world and in part adopting its ways of doing business to suit their milieu of operation.

She noted that currently the world has been facing crisis especially to take into consideration the international monetary crisis, food inflation and food shortages which has the potential for civil strife and unrest in developing countries. The massive environmental degradation and the looming global warming which posed a threat to the survival of mankind. More incipient she explained were the economic and political globalization process, especially exacerbated by the impasse in trade talks and a lop-sided trade imbalance.

For African countries, therefore, with weak economies and collective capacities, the Minister stressed the need for African Countries to look within, to examine the processes, procedures and mechanisms and to transform these mechanisms into viable instruments for development. Minister Frazer Moleketi noted that this fell squarely on how the leadership responds to these developmental imperatives. The essential ingredients were: A sustainable visionary leadership and commitment by those in leadership which will ensure that policies and programmes positively impact on the lives of citizens was needed.

She called for an alternate vision in the fight against inequality and poverty which has been further driven by market economies for which developing countries were left on the fringes. This vision, the Minister explained should be people centered – policies, espouse administrative efficiency and institutionalize democratic principles in governance, especially, on issues which bordered on human rights and administrative justice and the rule of law.

. The Minister suggested that following as alternatives:

- African countries should do well to begin to look at the soft issues which border on collaboration, participation and commitment to changing with the times.
- Social infrastructure should be well maintained. There must be concerted effort at poverty eradication as well as ensuring environmental sustainability.
- In addition, African countries must begin to look at the welfare distribution systems as well as the social protection strategies being adopted.
- This called for accountability, transparency, responsibility and citizen empowerment in order that the state becomes committed to effective governance.
- Secretaries of Cabinet and Permanent Secretaries should endeavor, to use the platform provided by this Conference to examine new ways of doing business and also ensure that they were accountable to the State as well as exhibiting trust in their Executive and Legislature.

2. The relationship between politicians and governments in the context of democratic pluralism: Conflict or Collaboration? (address delivered by Prof. Anver Saloojee, Special Adviser in the Presidency, on behalf of Hon. EG Pahad; Minister in the Presidency)

The paper addressed the relationship between the spheres of government and the relationship between the politicians and the administration. It highlighted on the issue of accountability, responsibility, integrity and the rule of law which are supposed to guide the relationship between government and the administration. Further, Professor Saloojee stressed the importance of democratic pluralism and its antecedent; the freedom of expression as well as upholding basic human rights of the citizen.

He argued that these in themselves would necessarily lead to peace, security and good corporate governance and a proper working relationship between the Executive, the Legislative and the Administrators. In contextualizing this relationship, Professor Saloojee noted that this would naturally strengthen the relationship between government and party, the Executive and the Legislature, the Legislature and the Administration, as well as the opposition party and the Government.

At the apex of these relationships was for all to abide by the Constitution and strictly to keep to the separation of powers as enshrined therein. Tension naturally, would arise, but he noted that these should be based on healthy dialogue and trust. The overriding principle should be that of collaboration and not conflict.

He cautioned that there were difficulties in governance but politicians and Administrators must put the State first over personal interests. Professor Saloojee called on administrators to demonstrate trust and political neutrality in the discharge of their roles and functions. The Administrators should also in turn offer technical advice and feasible options to their political principals.

Some of the issues which generated discussions centered around the following:

- The gender question, culture and religion posed as hindrance to achieving gender equality
- Need to institutionalize the Peer Review mechanism at the highest levels for African leaders
- The need to respect the National Constitutions by all
- The paradox of the nation of the political neutrality of Public Service
- Need to strengthen and promote citizen engagement at all levels

RECOMMENDATIONS:

- The need for CAFRAD to take forward the issue of gender and challenges to achieving gender equality
- The need to create a platform for dialogue championed by CAFRAD for shared best practices from different Africa Constitutions within CAFRAD around countries Constitutions in order to share best practices

3. The Leadership Role of Secretariats to Cabinet in the Achievement of the Government's Vision and in Promoting Ethics, Integrity and Professionalism (address by Rev Frank Chikane, Secretary to Cabinet, Republic of South Africa)

This paper addressed the challenges facing the African Continent towards its attempt at rapid economic growth and development. Reverend Chikane lamented that Africa's problem was that of systems failure which translated into leadership failure (crisis). African states should accept collective responsibility for the systems failure and the leadership crisis. Salient areas addressed in the paper included the following:

- The important role of Secretaries to Cabinet in communicating vision, mandate and mission to all Government entities and stakeholders.
- The need for Secretariats to Cabinet to ensure sequenced implementation of the vision, mandate and mission of the Government.

- The need to uphold Ethics Codes/Charters and the promotion of, integrity and accountability in the Civil Service.

Reverend Chikane stressed the need for guidelines to ensure constructive engagement between the politicians and the administrators and outlined the roadmap towards this endeavor. These were:

- Adherence to administrative guidelines and codes of conduct
- The Constitution as the final arbitrator
- Strengthened the oversight role of Parliament and their Committees
- Executive to report to Parliament in an accountable manner.

The paper concluded by indicating the need for the Secretaries to Cabinet to serve as the interface between the politicians and the Administrators in order to ensure political stability as well as creating an enabling environment for development.

Some of the issues generated during the discussion period focused on:

- The issue of proper guidelines to manage transition in governments and at the same time promote continuity.
- The need to institutionalize fora for dialogue between politicians and Secretaries to the Cabinet.
- Need to build a new cadre of leadership that goes beyond national boundaries to promote collective leadership within an African context.
- Need for a common understanding of the development agenda of the various countries which should be mutually reinforced through democratic principles
- The need for accountability of senior government officials and Secretaries of Cabinet.

RECOMMENDATIONS

- Participants at the seminar requested CAFRAD to deepen its interest in the fields of research and development of Cabinet transitional documents for the smooth transfer of power between outgoing governments and incoming governments as a result of democratic elections in African Countries. This conclusion following discussions on various dimensions of leadership on the continent observed the need to develop and standardize Cabinet protocol/procedures of government peaceful transfer of knowledge of government business for elections democratic transitions.
- The protocols/procedures to be developed should be based on the various National processes for the smooth operations of Public Administrations in the conduct of Government Business.
- Members of State were requested to institutionalize these procedures/protocols either by laws/statutes and administrative or constitutional provision where possible so as to serve as a firm building block for sustainable democratic transition in Africa. In this context, it was recommended that CAFRAD organizes a conference for

Secretaries to Cabinet on Constitutions, Laws/Statutes and Administrative Procedures in Africa.

- The need to look at the role of Parliament and the development agenda of African States.
- The need for training for Politicians in areas of governance.

4. Implementation of Government Action and Interventions on the basis of Results Based Management (RBM) (presentation by Dr Ellen Kornegay Deputy Director General: Governance Department of Public Service and Administration)

The presentation focused on monitoring and evaluation from a wider e-governance perspective and the challenges associated with its implementation. . Some of these challenges included the following:

- Coordination of cross cutting projects and programmes
- Ensuring working towards common goals
- Difficulty in determining the impact/success of current projects and programmes
- Inadequate capacity building (training and skills development)
- Lack of proactive and focused interventions
- Limited capacity to implement recommended interventions
- Setting results/outputs/outcomes in the Upper Civil Service.

The advantages of the use of the result based management (RBM) Dr. Kornegay outlined included the following:

- Senior Managers accountable for Governmental performance.
- Use of RBM has led to enhanced synergies and coherence among Government entities to cost efficiently delivery results.
- RBM as an effective management tool that emphasizes how outcomes are being measured over a period of time and analyses why intended results are not being achieved
- The appeal of the RBM & E is its transversal nature and developmental indicators and therefore providing management information and serving as a potential early warning system for programmes and policies
- Provided a platform for a coordinated and centralized system.

Comments from the participants centered around the fact that individual countries are at different levels of application of their M&E policies and programmes. For some of these, their monitoring and evaluation models are institution specific and for example could relate to the M&E of Cabinet decisions, public finance and updates of sector specific reports

RECOMMENDATION

- The need for exploring the possibilities of marketing the RBM and evaluation system and models for adoption by the Africa Countries

5. *Planning for the use of ICT in Managing and Coordinating Secretariats Activities: Architecting and Automating organization/Cabinets for Better Service Delivery (presentation by Mr Danie Gordon, Microsoft, South Africa)*

The presentation highlighted the current challenges facing applications of ICTs and communication processes, the need for improved mobility and convergence of systems. The challenges included the following:

- Communication overload;
- Dissemination of information;
- High cost of communication; and
- Disconnected communications systems

Mr. Danie Gordon noted however that the advantages for convergence outweighed the challenges currently experienced in ICT since the application of convergent ICT applications would lead to improved productivity. This would ensure an efficient and reliable exchange of information at least cost and time and inter-operability of systems.

- 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 countries ICTs with their organizational strategies.
- Improve on operational efficiency.
- Ensure streamlined communication.

RECOMMENDATION:

- The need for further dialogue in developing a Continental ICT solution

6. *Converged Communication (presented by Mr Reshaad Ahmed for CISCO, South Africa)*

This presentation focused on similar issues as the previous speaker. The main concern was that of the proliferation of the broadband and multiply requirements of users and service providers and the need for a unified system, including security systems and communication convergence. The main idea was to ensure that users are provided with seamless services to enhance productivity in a virtual office. The need for a packaged solution was imperative taking into consideration the technical, skills requirements and cost constraints. Of importance was a regulatory framework which would accommodate a one networked system.

SESSION III: Chairperson: President Frank O MPARE (Ghana).

1. Building World Class ICT infrastructure: Mr Cecil Thokoane, Didata, Republic of South Africa

Summary

The presentation focused mainly on the ICT building blocks and the role of Internet Solution Provider implementing free flow of information and communication. The rationale is to bring about added value to business organizations, institutions and individuals. Ultimately this was to change people's lives through value added information and the economic growth.

For institutions, especially, it was the flexibility, reliability, efficiency and speed of work flows in promoting the business of Government which is essential for openness and transparency. The paper reassured users, especially, government institutions about the security and confidentiality dimensions.

Key issues

Recommendations

There is the need to have the right policies and regulatory framework in place by all African countries and with the appropriate sanctions and penalties for defaulting service providers.

African governments must also ensure that the issues of confidentiality and security of information were taken into consideration in the enactment of laws on Information and Communication Technology (ICT).

2. Provision, Management and Support of ICT for South African government : Mrs Femke Pienaar, SITA , Republic of South Africa

Summary

The presentation of the paper “State Information Technology Agency (SITA): Improve service delivery” focused on the establishment of SITA; Government ICT **House of Values**; SITA Mandate; Service Offerings and Strategic Projects.

SITA was a culmination of SITA Act in 1998 and the merger of three institutions Infoplan (IT organization of Department of the Defence (DoD)); IT Division of SAPS; and CCS Division of Department of State Expenditure. The agency consolidated all Government IT enablers and support for government. SITA's mandate is to improve service delivery to the public through the provisions of information technology, information systems and related services in a maintained information systems security environment to departments and public bodies; and to promote the efficiencies of departments and public bodies through the use of information technology.

SITA is driven by what is called ICT House of Values and principles:

Roof: is comprised of reduction of costs; improve productivity and citizen

Convenience Pillars: is comprised reduction of duplication; ensure economies of scale; improve systems security; ensure interoperability of systems; and introduce Historically Disadvantaged Individual (HDI) into ICT.

Foundation: comprised of Government IT Architecture

SITA Mandatory provisions to the Government entails:

Provision or maintenance of PTN/Value Added Network (VAN); Provision or maintenance transversal information systems; Provision of data processing for transversal information systems; Procurement of IT for Government; Setting standards of interoperability; Set standards for ISS; Setting standards for certification of IT acquisition; Certification of all acquisitions for standard compliance, Elimination of duplication and Leverage economies of scale

SITA's Service Portfolio include;

Data Processing Services;

Hosting Services;

Network Management Services (Wide Area Network Services and Local Area Network Services);

Information Systems;

Security Services;

Printing Services;

Provides Professional Services (Business Advisory Services; Consulting Services; and Business Solution Delivery);

IT/IS Outsourcing Services;

IT/IS Training Services;

Procurement Services ;and

IT and IS management;

Strategic Projects

e-Government (e-Gov)

Integrated Financial Management System (IFMS)

FOSS (Free and Open Source Software)

Converged Communication

Government Wide Enterprise Architecture (GWEA)

Key issues

The discussion centered mainly around SITA's form of ownership. The concern raised was that often State Owned Entity (SOE) or Public entities do not perform well in comparison to the private sectors. The issue was on the operation of the institution, as to whether it should operate as public agency or private institution? Currently, SITA is performing as a private institution within the regulatory environment.

Another area of concern was the practicability of shared service versus individualized approach by government departments individually.

Recommendations

SITA's case is a practical example of knowledge sharing and exchange of information between a State Owned Agency and Government.

There is a need to learn from SITA and improve on what they have built instead of re-inventing the wheel.

There is need to push for centralized shared services.

3. Collaboration in Context: Mr. Hannes van Vuuren, IBM, Republic of South Africa

Summary

The presentation of the paper “Collaboration in context” focused on the advantages of collaboration in ICT application and its relevance for proper document management. The emergence of digital collaboration infrastructure is a new wave, and an approach to make convergence much easier.

Mr Van Vuuren noted that the key drivers to collaborative working were the following:

Constant squeeze on expenditure

Changing face of the workforce (of travel communications and education);

Requirements for greater effectiveness; and

Competing successfully through innovation and collaborations.

Collaboration was therefore, seen as a key driver to innovation. Specifically, this has allowed business to be conducted more differently and has enhanced collaboration. The main challenge as noted by Mr Van Vuuren was the fragmented nature of software applications and therefore the associated problems of inadequate information sharing and the “shrinking” of the business environment.

The appeal of this collaborative effort has been to empower people to be more effective and efficient in delivering services.

Some of the collaborative capabilities, Mr Van Vuuren explained which could be unified were:

e-mail

Shared book making

Unified communication

Collaborative document management

Instant messaging by using common platforms. The advantages of this collaborative capability were its adaptability and its rich functionality. The IBM new collaborative packages now has ensured proper document management and bulky attachments could be detached and sent separately in order not to create file overload. The collaborative activities (software) the Lotus Symphony provided a versatile, flexible and quicker way of managing data and documents.

Key issues

Computer technology is progressing at a rapid rate and so are the tools and software applications. Critical to African countries have been the cost of the products and the need for some collaborative effort in the area of pricing.

Another key issue is the proliferation of products that make it difficult to edit the documents because they were created using different package suites.

Recommendation

There is a need for more collaborative effort and consideration in the area of pricing of software applications and products for use by African countries in the area of document management.

4. The use of ICT in Managing and Coordinating Secretariats Activities: Practical Presentations:

The country presentations focused on the following:

- 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;
- Integrated Human and financial Management Systems;
- Ensuring Confidentiality and Security of the Network.

Presentation of practical cases from selected countries

Various country presentations were made and focused mainly on the theme of the conference. The presentations in the main centered on the practical operations of various Secretariats of the Cabinet.

1. Ghana

Ghana's presentation centered on the Ministerial Committee for Transitional Planning. The purpose of the presentation was to emphasize the key role that Secretaries to the Cabinet play in ensuring smooth transition from one government to another. African countries have at one time or another faced cathartic changes fostered by military coups or civil strife and disobedience. Ghana's presentation then was to present the benefits of Transitional planning which were captured as follows:

Ensure political stability

Ensure national stability

Ensure national security and foreign policy are not compromised

Foster inter-party cooperation and trust

Brief incoming administration on government structures, processes and powers

Helping newcomers access and evaluate a lot of information, data and material

Minimize disruption of government services

This paper was for information sharing with other Secretaries to Cabinet present at the Conference.

2. Cape Verde

Cape Verde presentation highlighted on the experiences of the Cape Verdean Parliament and its cabinet secretariat in respect of the application of new technologies of information and communication to Government business. In Cape Verde, Parliamentary work has been based on electronic communication for government business and networked online services. These services have made the working of Parliament and Government machinery operate seamless services to its citizens. However, there are challenges, especially, with regard to skills development. Yet training of all staff in the Cabinet Secretariat is seen as compulsory. To improve capacity of work, new equipments have been acquired and the Cabinet Secretariat

and Parliament are completely networked. Cape Verde is thus an example of a coordinated system of networked and on-line Government services for the smooth operation of the business of government.

3 - Mozambique

The ICT Policy and the ICT Policy Implementation Strategy in Mozambique sets out challenging goals for the long-term future, where the ICTs shall:

- Provide universal access to information and global knowledge;
- Raise the efficacy and efficiency of the public and private sectors;
- Improve good governance and public administration;
- Create a legal and business environment favorable to the production and dissemination of ICTs;

Lift Mozambique to the level of being, an active and competitive partner in the Global Information Society and the world economy.

Today a lot of activities have taken place in this direction and also its associated benefits for the smooth running of the Government business. Currently through Mozambique's GovNet the following has been implemented:

All of the 11 Provincial Governments

Over 130 public institutions from the central and provincial governments;

Over 3.200 emails accounts created for users of the centralized email service system;

Four applications from 4 different sectors running in the communication platform which is accessed by every provincial government;

Over 20 Web Pages or Portals hosted

The interconnected institutions can benefit from:

Secure environment for electronic communications;

Collaborative environment which is efficient and cost effective, allowing access to:

A centralized e-mail service for messages and documents exchange;

A shared document repository with remote access from anywhere;

Access to Internet, providing also access to world wide information and knowledge ;

Access to the Government Centralized e-mail Service System;

Access to the Government Portal with restricted areas for public servants and also available for all citizens;

Secure environment to host different applications from different sectors that can run on the GovNet;

Secure environment to host Web Pages and other Government Portals.

Mozambique can now boast of a secure, efficient and liable data communication platform for the Government.

4 - Angola:

Angola is developing series of projects, human resources and integrated service delivery.

Integrated System of Human Resource for Public Administration

This system is coupled with training system for users.

It is used as a mechanism in decision-making process. It emphasizes the need to comply with ethical values.

The central database is that it enables:

Management of the open vacancies

Management of official documentation

The system is based on three pillars:

Recruitment

Careers and Remuneration; and

Administration

The central database has led to easy access of information.

The centralized database is comprised of the following components :

Management of indicators; reports; projections; number of public servants; total remuneration;

development of professions; employee registration; development of careers; management of incidences; control of effectiveness of staff; licenses etc.

The system is coordinated in the following departments: Communication; Banking; Network; Institute of Security and Finance.

The results of this is a modernized Public Service which is effective and efficient

Second Part of the presentation was a Video which was showing an integrated service centre: SIAC Integrated Service

It is one stop integrated service centre or assistance to citizens and houses different services under three categories; Public service Unit; entrepreneurial service unit and Job unit.

It simplifies procedures and high levels of skills for staff Unit of Public Service – Staff works on Saturdays 8h00 to 13h00 (departure from the norm)

CLOSING SESSION:

Dr. Simon Mamosi Lelo, Director General of CAFRAD warmly thanked all participants for their rich contributions and stimulating debates, presenters for their vivid presentations on public service, government operations and ITCs Chairpersons for the effective manner in which they conducted the meeting, the General Rapporteur for the excellent report produced within a very short time frame, the South Africa Organizing Committee and their Secretariat Staff for their dedication and for having most efficiently serviced the conference and lastly the interpreters for their hard efforts. interpreters and secretariat staff who serviced efficiently the meeting.

Dr. Anne Letsebe, Deputy Director General and Head of Cabinet Office, representing Reverend Frank Chicane, Secretary to Cabinet (South Africa), expressed sincere gratitude to CAFRAD's Director General and his Staff for havintg put up a successful meeting and participants for their active interactions. Dr. Letsebe then pointed out that this gathering enabled South Africa to learn much from its sister African countries for what they had to offer by way of knowledge and richness of experience in public administration and its related fields.

Lastly, Mr. Sangolobé Abou Coulibaly, Assistant Secretary to Cabinet at he Presidency (Côte d'Ivoire), on behalf of the participants expressed warm thanks to CAFRAD for a successful Conference and the Staff of the Presidency of South Africa for the efficient organization of the meeting and for the generous hospitality extended to them. Mr. Coulibaly concluded by inviting CAFRAD to hold its next meeting for Secretaries to Cabinet in Africa in Abidjan (Côte d'Ivoire) in 2009.

The Conference was then declared close on Friday 25 April 2008 at 6.30 p.m.

Johannesburg (Boksburg) 25 April 2008

General Rapporteur: Mr. Robertson Akwei ALLOTEY,
Acting Chief Director/Permanent Secretary,
Ministry of Public Sector Reform (Ghana).