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**Executive Council  
Eighth Ordinary Session  
16 – 21 January 2006  
Khartoum, SUDAN**

**EX.CL/222 (VIII)**

**THE REPORT OF THE FIFTH PAN-AFRICAN CONFERENCE  
OF MINISTERS OF PUBLIC SERVICE**

**THE REPORT OF THE FIFTH PAN-AFRICAN CONFERENCE OF  
MINISTERS OF PUBLIC SERVICE**

The Fifth Pan-African Conference of Ministers of Public and Civil Service was held in Addis Ababa, from 14 to 15 December 2005, preceded from 12 to 13 December by the preparatory Meeting of Experts. For the first time since its inception, the Conference was held at Headquarters, under the auspices of the African Union.

It may be recalled that the Conference was established outside continental structures and met successively in Tangiers (Morocco) in 1994, in Rabat (Morocco) in 1998, Windhoek (Namibia) in 2001 and Stellenbosch (South Africa) in 2003.

One of the most significant results of this process was the adoption by the Third Conference of a Charter for the Public Service in Africa.

It was at its Fourth Session, that the decision was taken to hold the forthcoming sessions under the auspices of the African Union. The advent of the continental organization greatly promoted this integration movement, the objective being the establishment of the Pan-African Conference in a Specialized Technical Committee (a study is underway in this regard) and the appropriation by the African Union and its Member States of the Charter. The deliberations of the Conference were well in keeping with these objectives.

About forty countries participated in the deliberations which were chaired by the South African Minister of Public Service and Administration.

The Fifth Pan-African Conference considered the following items on its agenda:

- Report of the Chairperson of the Fourth Conference
- Report of the Experts Meeting, preparatory to the Fifth Conference
- Presentation on the Launch and Strategic Direction of the African Management Development Institutes Network (ADMIN).

The Fifth Conference culminated in the adoption of the Addis Ababa Declaration which formulates a series of recommendations on the appropriation of the Charter by the African Union as well as the best possible ways and means of improving the public service in Africa.



EX.CL/222(VIII)  
Annex 1

**REPORT OF THE 5<sup>TH</sup> PAN-AFRICAN CONFERENCE OF  
MINISTERS OF PUBLIC SERVICE:**

**REPORT OF THE 5<sup>TH</sup> PAN-AFRICAN CONFERENCE OF  
MINISTERS OF PUBLIC SERVICE:**

**14<sup>th</sup> –15<sup>th</sup> DECEMBER 2005,  
ADDIS ABABA, ETHIOPIA**

**I. INTRODUCTION**

1. The 5<sup>th</sup> Pan-African Conference of Ministers of Public and Civil Service was held on the 14<sup>th</sup> – 15<sup>th</sup> December 2005, at the Headquarters of the African Union Commission (AUC), in Addis Ababa, Ethiopia. The hosting of the 5<sup>th</sup> Conference of Ministers of Public Service under the auspices of the AUC was in response to the conclusions, embodied in the Stellenbosch Declaration, adopted at the 4<sup>th</sup> Pan-African Conference of Ministers of Public Service (2003). The 2003 Stellenbosch Declaration provides that the Ministers of Public Service programme be incorporated in the work programme of the AUC and the New African Partnership for Development (NEPAD) Secretariat.
2. The Officials and Experts meeting preceded the Ministers Conference. The meeting, held on the 12<sup>th</sup> – 13<sup>th</sup> December 2005, focused on preparations for the Ministerial Conference and the development of a draft Conference Declaration. Officials and Experts considered three key conference papers and participated in focused workshops on priority Public Administration issues. In completing their work, the Officials and Experts meeting prepared, considered and approved a report for presentation to the Ministers Conference.

**II. OPENING SESSION**

3. The session was attended by, amongst others, Commissioners of the AUC, Ministers of Public Service, country delegations and members of the diplomatic community. The session was addressed by H. E. Mrs. Julia Dolly Joiner, Commissioner for Political Affairs of the AUC, Hon. Geraldine Fraser-Moleketi, Minister of Public Service and Administration of the Republic of South Africa and Chairperson of the 4<sup>th</sup> Pan-African Conference of Ministers of Public Service and Hon. Fikru Desalegn, Minister of Capacity Building of the Federal Democratic Republic of Ethiopia. .

**Welcoming Statement by H. E Mrs. Julia Dolly Joiner, AU Commissioner for Political Affairs**

4. In her welcoming statement, Mrs. Julia Dolly Joiner, AU Commissioner for Political Affairs welcomed the 5<sup>th</sup> Pan-African Conference of Ministers of Public Service, the first of its kind to be convened under the aegis of the African Union. She assured the Honorable Ministers that the conference would be firmly anchored on the agenda of the African Union, to help it realize the African Union's development and integration agenda. She also outlined the broad progress made by the Minister's Conference since its inception in Tangier (1994), and in subsequent conferences in Rabat (1998), Windhoek (2001) and Stellenbosch (2003)

5. The Commissioner noted that the 2003 Conference of Ministers of Public Service proposed that the Pan-African Conference of Ministers of Public Service should become fully embedded in the AUC agenda and institutional framework. This would help the conference to harmonize and energize approaches and strategies for strengthening the effectiveness of Africa's public sector locally, regionally and continentally.
6. The Commissioner indicated that the overall challenge for the conference was to ensure that the Conference Declaration would propose practical and feasible strategies and programs to determine the way forward for implementing the African Public Service Charter, implementation of the Capacity Development Program on Governance and Public Administration and the ratification of the African Union Convention on Preventing and Combating Corruption.
7. The Commissioner further highlighted that public administration ought to comply with application of ethical values, merit and professionalism, especially in the political, economic and corporate systems as well as in the civil service. Public administration must be transparent, effective, democratic and accountable to ensure qualitative, accessible and sustainable public service delivery. This will help neutralize the (negative) effects of globalization, eradicate poverty, corruption and social exclusion.
8. In conclusion, the Commissioner emphasized that the African Union Commission strongly supports the required development and implementation of sound governance and public administration principles and commits itself to a collaborative partnership with the Conference of Ministers of Public Service and the Secretariat of the NEPAD.

**Introductory Remarks by Hon. Geraldine Fraser-Moleketi, Chairperson of the 4<sup>th</sup> Pan-African Conference of Ministers of Public and Civil Service**

9. In her introductory remarks, Hon. Geraldine Fraser-Moleketi, Minister of Public Service and Administration of the Republic of South Africa and the Chairperson of the 4<sup>th</sup> Pan-African Conference of Ministers of Public Service welcomed Commissioner Joiner, the Ethiopian Minister of Capacity Building, Ministers, Officials and Representatives of organisations present at the meeting. The Chairperson expressed the view that in order to place the African continent on the required development trajectory, reform of the public service is crucial in ensuring implementation and in creating the right climate for good governance and service delivery. She observed that an effective programme of public service reform and initiatives to enhance public service capacity and delivery must compliment the NEPAD programme for socio-economic transformation.
10. The Chairperson emphasized the centrality of the NEPAD principles to the Ministers of Public Service conference and stated that these principles are based on the imperative that good governance is a basic requirement for peace, security and sustainable economic development. That NEPAD principles are further based on regional integration as a central, theme in Africa's development effort. The Chairperson further stated that the NEPAD programme for socio-economic

transformation must be complimented by an effective programme of public service reform and initiatives to enhance public service capacity and delivery.

11. The Chairperson noted that implementation is the major challenge for the African continent, and that for successful implementation, careful attention would need to be focused on capacity development, commitment, communication and coordination. In addition to building capacity for reform, there is a need for a continual recognition of the relationship between public administration and governance. The success of this relationship will be measured by how best reform initiatives at the continental and regional spheres are implemented.
12. The Chairperson expressed the view that the APRM provides the practical framework for ensuring good governance in the public service. She further noted that the APRM provides a useful platform for sharing lessons and replicating best practices. The Chairperson then highlighted key issues to be covered at the Ministers Conference. These include coordination of implementation, e-government, public sector human resource management, knowledge exchange and policy learning and the public sector innovation awards.
13. In closing, the Chairperson noted that the gathering of Ministers of Public Service demonstrates a commitment towards ensuring that the African continent is capable of good governance and effective and efficient public service and administration. The Chairperson took the opportunity to thank the AU Commission for hosting the event and the Government of Ethiopia for warmly welcoming the delegates to Ethiopia. She wished Ministers and invited delegates successful deliberations and outcomes from the Conference of Ministers of Public Service.

**Opening Remarks by Hon. Fikru Desalegn, Minister of Capacity Building of the Federal Democratic Republic of Ethiopia**

14. The Hon. Minister pointed out that in order to place the African continent on the required development road map, reform of the public service is critical. These were also necessary to ensure implementation and to create an environment that is conducive for good governance and service delivery. The Minister urged that the RECs should be capacitated to carry out their functions efficiently and effectively.
15. The Minister noted that implementation was the key challenge to public sector reform in Africa. It was necessary to build global support and partnerships for the sustenance of reform efforts. The Minister further alluded to the need to focus attention on the linkage between reform efforts and the achievements of the Millennium Development Goals (MDGs). Future economic development and investments are reliant on instituting of measure that ensure countries have responsive public service that upholds values of transparency and accountability and are able to combat corruption.

### III. ELECTION OF THE BUREAU

16. H.E Mrs. Julia Dolly Joiner, the AU Commissioner for Political Affairs, chaired the session for the election of the Bureau. During this session, the Conference agreed that, in order to sustain the momentum and ensure continuity, South Africa continues as Chairperson of the 5<sup>th</sup> Pan-African Conference of Ministers of Public Service. Election to the Bureau was made as follows:

Chairperson	South Africa
1 <sup>st</sup> Vice Chairperson	Algeria
2 <sup>nd</sup> Vice Chairperson	Nigeria
3 <sup>rd</sup> Vice Chairperson	Burundi
Rapporteur	Tanzania

### IV. CONFIRMATION OF THE AGENDA

17. On considering the work done at the Officials and Experts meeting, the Conference of Ministers amended the draft Conference agenda and confirmed that the Ministers Conference would focus on the following key items:

- a. Report of the Chairperson and Committee of the 4<sup>th</sup> Pan-African Conference of Ministers of Public Service
- b. Report from the Officials and Experts Meeting held on the 12<sup>th</sup> and 13<sup>th</sup> December
- c. Presentation on the launch and strategic Direction of the African Management Development Institutes Network (AMDIN).
- d. Declaration of the 5<sup>th</sup> Pan-African Conference of Ministers of Public Service

### V. REPORT OF THE CHAIRPERSON OF THE 4<sup>TH</sup> PAN-AFRICAN CONFERENCE OF MINISTERS OF PUBLIC SERVICE

18. The Chairperson of the 4<sup>th</sup> Pan-African Conference of Ministers of Public Service, Hon. Geraldine Fraser-Moleketi - presented the Report of the Chairperson and Committee of Ministers of the 4<sup>th</sup> Pan-African Conference of Ministers of Public Service. The presentation commenced with an overview of the challenges within the terrain of Governance and Public Administration. This was followed by a broad overview of programme implementation and an outline of the challenges for the period of the 5<sup>th</sup> Conference of Ministers.

19. The Chairperson expressed concern that Africa is not getting it right in the arena of public administration. The Chair pointed to the weak state of African Public Service institutions and proposed that African Ministers move the area of public administration to the center stage of development. She further noted that the capacity to deliver on any of the national, regional and continental programmes is reliant on the establishment of effective public institutions that are capable of delivering on established mandates. The work of the Ministers of Public Service is thus central to the success of socio-economic development programmes and service delivery to the people of the continent.

20. The Chairperson made reference to the Stellenbosch Declaration, which established the mandate of the Chairperson of the 4<sup>th</sup> Pan-African Conference of Ministers and the regionally representative (African Union Regions) Committee of Ministers. The Declaration addressed four specific areas: *Firstly*, It sets out African leadership in government and public administration. *Secondly*, it enables the adoption of a collective capacity development programme. *Thirdly*, it establishes a framework for cooperation and linkage amongst all partners. *Fourthly*, it serves to establish a mandate for the Ministerial work to be incorporated into the AUC and NEPAD.
21. On programme implementation, she noted that the Chairperson and Committee of Ministers rely on the NEPAD Secretariat, the AUC and regional, sub-regional and international organisations that committed themselves to the coordinated implementation efforts within the framework of the programme. She further noted that as African Governance and Public Administration Institutions are central to the overall implementation of the Ministers programme, ongoing engagements with these institutions has been maintained at the level of officials.
22. At the level of programme governance, the Chairperson made a presentation on the work of the Ministers of Public Service to the Heads of State and Government Implementation Committee (HSGIC) of NEPAD. In addition, she focused attention on the incorporation of the programme into the AU and NEPAD. To ensure appropriate oversight, the Chairperson informed that three formal Ministerial Committee Meetings were held, together with a number of informal consultations with Ministers. In championing the programme, presentations were made at various continental and global fora. She also reported that in order to reciprocate the efforts of African partners, resources were being mobilized from international partners to reinforce the implementation of the Ministers Programme.
23. At the level of detailed implementation, the Chairperson provided some of the highlights for the period of the 4<sup>th</sup> Conference of Ministers of Public Service. This included the collation of general data on public administration and the production of a report on 'Donor Support to Public Sector Reform in Africa'. In addition to initiating a leadership development capacity initiative within the programme, the Ministerial Programme implementation effort was central to the launching of the African Management Institutes network (AMDIN). In line with the implementation programme, the Chairperson also indicated that the all 'Africa Public Service Innovation Awards' would be launched at a side event to the 5<sup>th</sup> Conference of Ministers of Public Service.
24. The Report noted that the Ministers programme is faced with several challenges, key among them are: a) establishment of a channel for incorporating the Ministers programme, within the structures of the African Union Commission (AUC), b) enhancing overall secretariat and programme implementation capacity, c) creating a more sustained framework for partnership linkages in programme implementation, and d) utilising committed technical support for programme implementation.

25. The Chairperson concluded by thanking Commissioner Joiner and her office for continued and sustained support to the Minister's programme. She also thanked African institutions and international organisations for their support to the Ministers programme. It was noted that the 5<sup>th</sup> Conference of Ministers of Public Service provided the added opportunity to reflect on the progress achieved thus far and to establish added momentum for programme implementation.
26. The report of the Chairperson of the 4<sup>th</sup> Pan-African Conference of Ministers was welcomed with satisfaction by the Ministers. Appreciation was expressed for the momentum established and it was noted that the Ministers of Public Service programme was at an early stage and that as resources flowed, further implementation momentum would be possible. It was also noted that it would be essential that detailed work-plans be developed to ensure implementation of the Ministerial programme and that these be presented at a future meeting of Ministers. The sub-Committee established on enhancing the celebration of Public Service Day in the continent was also fully established at the Conference and was requested to meet to advice on the future celebrating of Public Service Day in the continent.

**VI. REPORT OF THE OFFICIALS AND EXPERTS MEETING HELD ON THE 12<sup>th</sup> to 13<sup>th</sup> DECEMBER 2005.**

27. The Rapporteur at the Officials and Experts meeting – Sudan - presented the Report of Officials and Experts to the Ministers Conference. The Officials and Experts Report broadly outlines a summary of all of the three official discussion papers presented and a summary of the workshops on focused Public Administration issues. The papers discussed were: 1) Strengthening Public Sector Effectiveness for Sustainable Development, 2) Towards a Framework to Guide and Support Governance and Public Administration Capacity and 3) The Linkage between Continental, Regional and National Public Administration. The workshops held were: a) Human Resource Management – Research and Trends, b) Anti-Corruption and Ethics – Strategies and Trends, c) E-Governance for Sustainable Development and Governance and d) Post-Conflict Public Administration Reconstruction
28. The Conference of Ministers of Public Service welcomed the report as presented to them and concluded that discussions and inputs from the Ministers and country delegations should be used to further enrich the Report. The Conference therefore provided further input on various aspects of the Report.
29. On the matter of incorporating the African Public Service Charter as a key document of the AUC, a proposal on the need to update the provisions of the Charter in order to reflect relevant principles for public service in Africa was made. It was proposed that a sub-committee should be set up to review the Charter before its acceptance as a veritable instrument for building effective public services across the continent. On the paper "Strengthening Public Sector Effectiveness for Sustainable Development" it was suggested that there should be further engagement on the issues of financing Public Sector Reform.

30. As for the paper on “the linkage between continental, Regional and National Public Administration”, it was agreed that there was no need for additional bureaucratic layers for coordinated activities in Governance and Public Administration. Delegates however emphasized the importance of REC’s in the process of regional integration and acknowledged that REC’s could be central to enhancing capacity for the delivery. It was noted that there is need for tangible activity in this direction and it was agreed that the work that the AUC has started in this area should be given time to mature.
31. On the Human Resource Management workshop, a call was made for a paradigm shift from personnel administration to human resource management. Human resource management should be located within a country’s overall development strategy. It was noted that greater attention should be focused on Human Resource Planning and on capacity development and the motivation and performance of Public Servants.
32. As regards the anti-corruption workshop, the need for concrete plans and actions was underscored. Ratification of the AU Convention on Corruption and how to make this practical and applicable should be a priority area. Speedy ratification and domestication of the Convention and due consideration of the proposed partnership between anti-corruption bodies and the Ministers Conference would increase momentum in fighting against corruption. It was urged that measure be put in place to strengthen legal frameworks especially the judiciary to speed up corruption related cases.
33. Delegates called for a fresh look at how Information Communication Technology (ICT) could be used to improve service delivery. In particular, concern was expressed at the extent of the digital divide among Africa countries and the need to engage in further work to position ICT as an enabling tool for efficient and effective service delivery. It was also advised that more attention should be focused on enhancing exchange of experiences on the use of ICT for service delivery and productivity improvement amongst governments of member states.
34. The chairperson underscored the importance of the Post-Conflict Public Administration dialogue and regretted that complete discussions on the subject did not take place. . The Chair urged participants to revisit this area of endeavour with a view to taking possible collective initiatives forward. It was noted that the experiences of post-conflict countries are unique as many are faced with the challenge of reconstructing and establishing public services, rather than on reforming their public services, as is the case with many other countries.
35. It was suggested that the question of public- private sector partnership be incorporated into the African Public Service Charter (APSC). It was urged that ways and means should also be explored to incorporate the African Peer-Review Mechanism (APRM) principles into the APSC. The Report should also consider ways in which the APRM process could be speeded up as well as explore ways and means in which the African Development Bank (ADB) could support countries on the APRM.

36. On matters relating to the value of New Public Management (NPM), it was contended that whilst some of the instruments of NPM may have certain value, the overall evidence suggest that NPM has had negative consequences for developing countries. In particular, it was contended that NPM has resulted in the decline of service delivery and has had very negative consequences for the poor and marginalized in many countries. Within the framework of this discussion, it was argued that there is a need to move away from the importation and imposition of Public Administration Models and greater attention needs to be focused on developing local 'home grown' models for the African and specific country contexts.
37. African countries were further urged to pursue homegrown reforms and avoid the dependency syndrome. It was suggested that countries should pursue pragmatic and implementable solutions. There was a need to desist from the one-size-fits-all reform agenda and the application of standard models to diverse African contexts. In particular, it was noted that there was a need to develop homegrown solutions to the complex challenges faced in the realm of public service and the delivery of quality services.
38. The conference was urged to reflect on the necessity for standardization and harmonization in Human Resource Planning and Development. It was postulated that countries should assess the centrality of Public Sector Human Resource Development amongst member states. It was pointed out that the NPM paradigm has given rise to the unintended consequences where the state is severely fragmented. In response to the consequences of NPM, there was a need to establish a 'developmental state' as central to service improvements and service delivery in the African context.
39. It was observed that the Ministers Conference is evidence of how Africans are reviewing the practices within their own ranks. It was further observed that experience sharing and knowledge exchange embodies an element of peer-review. Delegates noted that the exchange that took place in the Officials and Experts meeting was important and should be complemented by practical ongoing engagements that would benefit all countries. It was concluded that inputs from the Ministerial discussion of the report should be used to inform ongoing planning and programme implementation at the level of officials and partners.

## **VI. REPORT ON THE LAUNCH AND STRATEGY OF THE AFRICAN MANAGEMENT DEVELOPMENTS INSTITUTES NETWORK.**

40. The Deputy-Chairperson of the African Management Development Institutes Network (AMDIN), informed the meeting that the organisation was formally launched on the 25th - 26th November 2005, in Johannesburg South Africa. This initiative was launched under the authority and guidance of the Committee of the Ministers programme on Governance and Public Administration. It was reported that AMDIN has adopted a constitution and that a regionally balanced executive committee has been set up. The meeting was also advised that further efforts are being made to ensure representation from the Northern Region. AMDIN is

currently housed at the South African Management Development Institute (SAMDI) in South African.

41. On details regarding AMDIN's vision and mission, the meeting was advised to refer to the documentation provided on the launch of AMDIN and the AMDIN Constitution. It was noted that AMDIN was still in its formative stage and that an initial meeting was held to discuss its overall strategic plan and direction. It was noted that AMDIN would play a significant role in supporting and enhancing the capacities of Management Development Institutes in the continent.
42. After a brief dialogue on the role, value and relevance of AMDIN, the Conference advised AMDIN to prepare a more detailed report on its strategic direction and its operationalization for presentation to the Ministers, at a meeting to be arranged in 2006. The conference was further advised that the African Governance Institute (AGI), which covers democracy and political government, economic management, corporate governance and socio-economic development, has a much wider mandate than AMDIN. It was noted that there was room for AGI-AMDIN collaboration in Governance and Public Administration capacity development. The Conference urged the AMDIN Executive to consult further with the AGI with a view to clearly define their areas of competencies and explore terrains for possible cooperation.

## **VII. DRAFT DECLARATION OF THE 5<sup>th</sup> PAN-AFRICAN CONFERENCE OF MINISTERS**

43. The Representative of NEPAD presented the Draft Declaration that was prepared at the Officials and Expert Meeting. The Declaration outlined practical implementable actions and strategies across all issues and areas covered at the Ministers of Public Service Conference.
44. Ministers and Heads of Delegation provided detailed feedback on the first reading of the Draft Declaration. The proposed changes and amendments were then made for final presentation to the Conference. The full 5<sup>th</sup> Pan-African Conference of Ministers of Public Service adopted the final declaration with amendments. The Conference also resolved that the Declaration would be known as the Addis Ababa Declaration. As the final Declaration sets the agenda for the period of the 5<sup>th</sup> Pan-African Conference of Ministers of Public Service, it was concluded that the Reports and Declaration should be presented to the Heads of State through the relevant AUC processes.

## **X. CLOSURE**

45. In her closing remarks, H.E Mrs. Julia Dolly Joiner, AUC Commissioner for Political Affairs thanked the participants for the constructive, informative and instructive dialogue that took place at the conference. The Commissioner noted that the Conference proceedings had been conducted in a frank, healthy and transparent atmosphere, which in itself, she added, is an integral condition for efficient public service delivery. She assured the Conference of unreserved AU Commission support in carrying forward the Governance and Public

Administration Programme in the framework of the wider AU governance agenda. The Commissioner appealed to participants to give effect to the harmonization and coordination in their respective individual and collective capacities.

46. The Commissioner indicated that the 5<sup>th</sup> Pan-African Conference had largely achieved the objectives and purpose that had been set for the programme. In recapping some of the highlights of the Conference proceedings, the Commissioner noted that germane issues like public sector reform, the distinction between client and customer, the national and continental linkages with the RECs, issues of values and principles among others sparked lively but inconclusive debate. She, however, reasoned that opportunities would arise in future Conference forums for further engagement whilst being mindful of the fact that the reform process is a dynamic one. Noting that it has been time well spent, the Commissioner bade delegates a safe journey back home and a joyous holiday season.
47. In her closing remarks, the Chairperson underscored the importance of strengthening and consolidating the AU, NEPAD and Chairperson's Office partnership, which is critical to take forward the Ministers' programme. The Chairperson called for a framework to guide the African and global partnerships in order to maximize delivery on commitments made in the declaration and programme going forward. The Chairperson made a passionate appeal to Ministers to demonstrate their commitments by ensuring a higher level of involvement in programme implementation and endeavour to interact with relevant stakeholders on the critical implementation agenda. The Chairperson recommitted that the Ministers' bureau would continue to provide leadership for programme implementation and mapping the way forward.
48. The Chairperson noted with deep appreciation the high quality of Conference deliberations. The Conference had placed particular emphasis on areas of human resource management and development as well as ethics and anti-corruption. The Chairperson urged participants to move decisively in developing tools and methodologies that would assist countries to assess and deploy its human resource capacity optimally, while developing the necessary mechanisms to strengthen and augment public administration capacity.
49. The Chairperson thanked participants for their valuable contributions and cooperation throughout the tenure of the proceedings. She also thanked the AUC, NEPAD and the Secretariat for their dedicated support that ensured the ultimate success of the Conference. The Chairperson said that due to the level of participant's patience, the Ministers Conference has been hugely successful and that the Conference outcomes would energise and establish the Ministers programme of action in the field of Governance and Public Administration. She added that with the adoption of the Addis Ababa Declaration, the Conference has closed on a fundamentally high note. She then wished participants safe return to their respective destinations.

**EX.CL/222(VIII)**  
**Annex II**

**DECLARATION**

**AFRICAN UNION**  
**الاتحاد الأفريقي**



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**5<sup>th</sup> Pan-African Conference  
of Ministers of Public Service  
14-15 December 2005  
Addis Ababa, Ethiopia**

**MIN/AU/Public Administration/Decl.1(1)**

## **DECLARATION**

**Addis Ababa**

**DECLARATION OF THE 5<sup>TH</sup> PAN AFRICAN CONFERENCE OF  
MINISTERS OF PUBLIC SERVICES**

We, the African Ministers of Public Service assembled at the African Union Headquarters, in Addis Ababa, Ethiopia at the 5<sup>th</sup> Pan African Conference of Ministers taking place from 12 to 15 December 2005,

**Recalling** previous Pan African Conference of Ministers and Heads of Civil and Public Service, which articulated a common vision for the transformation of the African public service and also re-affirmed their commitment to enhance the capacity and role of the African State in continent's development,

**Recalling Further**, the adoption of the Charter for the Public Service in Africa in the 3<sup>rd</sup> Pan African Conferences of Ministers of Civil Service as a framework for enhancing governance and public administration across the continent,

**Re-emphasising** the decisions of the 4<sup>th</sup> Pan African Conference as reflected in the Stellenbosch Declaration and in particular, the adoption of the Pan-African Capacity Development Programme on Governance and Public Administration, as a further expression of the Ministers' commitment to ensure that initiatives established under their auspices are linked to and aligned to the broader African Union continental developmental agenda,

**Recognizing** the socio-economic programmes of the African Union, including NEPAD, through which the Democracy and Governance Initiative has been initiated to strengthen the political and administrative framework of participating countries, in line with the principles of democracy, transparency, accountability, integrity, respect for human rights and promotion of the rule of law,

**Recognising Further** with appreciation the acknowledgement of '*...the linkage between the work of the African Ministers of Public Service and the programmatic thrust of NEPAD...*' and the Capacity Development Programme on Governance and Public Administration at the July 2003 Maputo Summit of the Assembly of the African Union.

**Welcoming** the on-going support from continental and international partners the continent's Capacity Development Programme on Governance and Public Administration,

**Welcoming Further** the demonstrated commitment of the AU Commission (AUC) to act on the request made in the Declaration on the Implementation of the New Partnership for Africa's Development [Assembly/AU/Decl. 8(II)] to incorporate the work of the Ministers of Public Services '*...as an important element of the overall AU programme*' by bringing the Conferences of Ministers of Public Services under the aegis of the African Union,

**Having Deliberated** on the Report of the Chairperson and issues emanating from the Experts discussions on the following matters: Accelerating the Implementation of the Capacity Development Programme on Governance and Public Administration,

Towards A Framework for Governance and Public Administration Effectiveness, Strengthening Initiatives Aimed at National Public Sector Effectiveness Efforts, Strengthening the Role of Regional Economic Communities in Supporting Public Sector Reform Efforts, Ethics and Anti Corruption, Public Sector Human Resource Management, E-Governance for Sustainable Development and Strengthening Partnerships and Linkages with Development Partners,

On the Report of the Chairperson of the 4<sup>th</sup> Pan African Conference of Ministers, AGREE TO:

1. **ENDORSE** the Report of Chairperson and Committee of the 4<sup>th</sup> Pan African Conference of Ministers of Public and Civil Services and **COMMEND** their leadership in building continental and global support and linkages for the programme whilst also ensuring concrete implementation within the programme's core areas of focus,
2. **NOTE with appreciation** the proactive participation of African regional organisations and international development partners in responding to the implementation imperatives of the Ministerial programme,
3. **WELCOME** the AUC, the Chairperson of the 4<sup>th</sup> Pan African Conference of Ministers of Public and Civil Services and the NEPAD Secretariat's efforts to strengthen programme linkages between the African Union programmes as enshrined in the AU Vision, Mission and Strategic Plan, and the Capacity Development Programme on Governance and Public Administration,
4. **MANDATE** the Chairperson of the 5<sup>th</sup> Pan African Conference of Ministers of Public and Civil Service, with the active support of the Committee of Ministers, African Union Commission and the NEPAD Secretariat and with guidance from the relevant African Union policy organs to:
  - i. sustain the momentum of ensuring that continental efforts focused on capacity development within the governance and public administration terrain are aligned with the overall orientation and priorities of the AU Strategic Plan and the Capacity Development Programme on Governance and Public Administration,
  - ii. provide political leadership in supporting efforts to further mobilize resources for the implementation of the programme,
  - iii. continue to vigorously encourage engagements with key continental and global development partners active within the terrain of governance and public administration that focus on concrete activities which are relevant and supportive of the overall priorities of the programme,
5. **CALL UPON** the AUC, in consultation with the Committee of Ministers to actively encourage the participation of national and regional institutions in programme activities, within their respective regions,

**On Matters Relating to Implementation of the Capacity Development Programme on Governance and Public Administration, AGREE TO:**

6. **TAKE COGNIZANCE** of the complexities and difficulties of resource mobilisation for programme implementation and **COMMEND** African partner organisations who have demonstrated a strong and substantive commitment to deliver on their commitments to deliver various aspects of the programme despite these challenges,
7. **WELCOME** the resource commitments made thus far and the on-going initiatives of the African Union and other African institutions to further leverage additional resources and reinforce the focus areas of programme implementation,
8. **REQUEST** the AUC, including the NEPAD Programme Secretariat and partner organizations to, as much as possible, increase the pace of ensuring that the necessary mechanisms and capacities for accelerated programme delivery are in place,
9. **ENCOURAGE** African partner organizations, in particular, who carry forth programme implementation to proactively establish and reinforce appropriate linkages and mechanisms with one another, in order to strengthen co-ordination in programme delivery, reinforce existing learning and exchange opportunities and optimize resource mobilization and utilization,

**On Matters Relating to the Framework for Governance and Public Administration Effectiveness, AGREE TO:**

10. **WELCOME** the adoption of the African Public Service Charter as a key initiative aimed at further enhancing governance and public administration capacity effectiveness by the Ministers who attended the 3<sup>rd</sup> Pan African Conference of Ministers Public,
11. **NOTE** the lessons, experiences and emerging challenges, to date, emanating from Member States' endeavors to implement and popularize the Charter within their respective national contexts,
12. **MANDATE** the AUC and its programme the New Partnership for African Development (NEPAD), with the active support of the Chairperson of the 5<sup>th</sup> Pan African Ministers of Public and Civil Services and the Committee of Ministers to:
  - i. advocate for the refinement and adoption of the Charter of the African Public Service by the African Union policy organs, as a framework to support African countries' public administration capacity improvement efforts,
  - ii. encourage Member states to conduct self-evaluation of the 'principles and codes for public administration capacity effectiveness' and compile individual country assessments and a comparative analysis of existing

principles and codes for public administration for presentation at the 6<sup>th</sup> Pan-African Conference of Ministers of Public and Civil Service,

- iii. mobilize resources and relevant partnerships for the implementation of the initiative and for conducting relevant research as a means for establishing a database of experiences from across member states; and
- iv. work towards establishing a system for performance of the Public Service and establish further strategies for motivating public servants for higher performance.

**On Matters Relating to Strengthening Initiatives Aimed at National Public Sector Effectiveness Efforts, AGREE TO:**

13. **TAKE NOTE** of the establishment of the African Management Development Institute Network (AMDIN) and inter alia, the establishment of its Constitution,
14. **REQUEST** the AMDIN Executive Council to submit a comprehensive report on its activities and its Strategic Plan for consideration to the Ministers of Public Service in February 2006.

**On Matters Relating to Strengthening the Role of Regional Economic Communities in Supporting Public Sector Reform Efforts, AGREE TO:**

15. **ENCOURAGE** initiatives aimed at creating linkages to encourage dialogue that will assist in defining the potential contributions of Regional Economic Communities to support national and regional efforts aimed at public sector effectiveness,
16. **CALL UPON**, the AUC with the support of the Chairperson of the 5<sup>th</sup> Pan African Conference of Ministers of Public and Civil Service to lead the process that will further accelerate existing dialogues and initiatives by RECs to engage in public sector capability development interventions, in close consultation with the African Union Commission,
17. **REQUEST** the Bureau of the 5<sup>th</sup> Pan African Conference of Ministers, as representatives (of each of the five AU regions) to actively support the development of this process,

**On Matters Relating to Ethics and Anti-Corruption, AGREE TO:**

18. **NOTE** with Satisfaction the outcomes and recommendations of the 1<sup>st</sup> Pan African Meeting of National Anti-Corruption Bodies, organized by the African Union Commission, in Lusaka, Zambia from 9-11 November 2005, contained in the Report (Ref:Mtg/Anticorruption/Report/1),
19. **MANDATE** the AUC to examine the modalities for establishing an anticorruption structure to monitor the implementation of anti-corruption strategies in the continent,

20. **MANDATE** the AUC to present the report of the meeting for consideration to the next ordinary session of the Executive Council and Union Summit in 2006,
21. **REQUEST** all member States who have not yet ratified the AU Convention on Preventing and Combating Corruption to do so.

**On Matters Relating to Public Sector Human Resource Management, AGREE TO:**

22. **NOTE** the efforts of Member States to improve the management of human resources and strengthen capacity development in public administration,
23. **REQUEST** the participation of Member States in initiatives to improve systems for the collection and sharing of data on Human Resources Management and Development, with particular emphasis on the area of Human Resource Planning,
24. **MANDATE** the AUC and the NEPAD Secretariat to continue with the exchange of information to establish common methodologies and approaches in Human Resource Management and capacity development.

**On Matters Relating to E-Governance for Sustainable Development, AGREE TO:**

25. **NOTE** the African Regional Action Plan on the Knowledge Economy (ARAPKE),
26. **REQUEST** the participation from member States in ARAPKE and that capacity initiatives be developed to enhance the prospects of utilizing ICT for public service delivery and productivity,

**On Matters Relating to Post-Conflict Public Administration Reconstruction, AGREE TO:**

27. **WELCOME** the specific developments and efforts of post-conflict countries in Public Administration and the AUC post-conflict strategy development process,
28. **REQUEST** the AUC and NEPAD Secretariat to ensure that further attention is focused on the establishment of effective and responsive Public Administration in post conflict countries,

**On Matters Relating to Strengthening Partnerships and Linkages with Development Partners, AGREE TO:**

29. **CALL UPON** international partners to further harmonize and align their activities and programmes within the terrain of capacity development initiatives in public sector effectiveness with the priorities of the African Union Vision, Mission and Strategic Plan and the Capacity Development in Governance and Public Administration Programme.

**FINALLY,**

**30.REQUEST** African Union Member States to join in the annual commemoration of the Africa Public Service Day taking place on 23<sup>rd</sup> June,

**31. SUBMIT**, this Declaration for endorsement at the next Ordinary Session of the African Union Assembly of Heads of State and Government.

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