



Report on the Regional Workshop on 'Public Administration Reform
in Africa: Towards and effective and efficient service delivery'
July 29-30, 2011, Hotel Fleur de Lys, Dakar, Senegal

As part of its mission of advanced political dialogue and capacity building for developmental governance in Africa, the Africa Governance Institute (AGI) held, on July 29th and 30th in Dakar (Senegal), - under the leadership of Department of Political Affairs of the African Union Commission and in partnership with ECA, IDEP and the Delegation for Administrative Reform and Technical Assistance (DREAT) to the Republic of Senegal - a **Regional Workshop on the theme 'Public Administration Reform in Africa: towards an effective and efficient service delivery.'**

The Dakar workshop aimed to:

- Contribute to the strengthening of popularization processes, at the regional level, of the African Charter on the Values and Principles of Public Service and Administration in view of its extension and to encourage its ratification;
- Contribute to the strengthening of popularization process, at the regional level, of the Long-Term Strategy on African Governance and Public Administration;
- Build coalitions of actors who may bring national authorities of sub-regional countries to ratify the Charter and to adopt its related instruments;
- Identify priority areas for public administration reform in sub-regional countries, in view of the prospects opened up by the Charter and at the imperative of constructing a developmental state, permitting AGI and its partners to propose, at the end of the regional process, an offer of a capacity building training targeted at state and non state actors working on issues of public administration reform in Africa
- Disseminate, to all participants, a file containing the documents adopted at the 7th CAMPS so that they may spread awareness in their countries and to their national authorities.
- Feed the governance agenda of the AU, particularly in the context of the start of operations of the African Governance Platform.

The meeting brought together some sixty participants from different backgrounds, including representatives of the authorities of Senegal, Ambassadors and members of the diplomatic corps of African countries and of the European Union accredited to Senegal, representatives of international organizations (UNDP, IDEP, ECA, World Bank) and regional (African Union, ADB, ECOWAS, UEMOA, GIABA, ...),



representatives of the public and private sectors, academics and experts from Senegal and African countries, non-state actors and resource persons.

1. Opening Ceremony

Chaired by **Mr. Lamine Diallo** - Secretary General of the Ministry of Civil Service, personal representative of **His Excellency the Minister of State, Minister of Public Service of the Republic of Senegal** presided, the opening ceremony of the Regional Workshop Dakar on 'Public Administration Reform: toward an effective and efficient service delivery,' was marked by five statements.

In his introductory remarks, the Executive Director of the AGI, **Prof. Adebayo Olukoshi**, welcomed the participants from abroad and from within Senegal. He then recalled the particularity of the context within which the Regional Workshop is being held: on one hand, in strictly theoretical terms, the return of a proactive African reflection on the pre-conditions necessary for constructing a developmental state, after the parenthesis of decline of the structural adjustments period. On the other hand, the adoption, seven months prior (at the summit of the African Union on 'shared values' of January 31, 2011) of the African Charter on Values and Principles of Public Service and Administration. **Prof. Olukoshi Adebayo** stressed that this fundamental document offers African countries a crucial opportunity to reform their public administrations within the perspective of the construction of developmental states by allowing the effective and efficient satisfaction of the legitimate needs and expectations of their populations. Calling for a quick ratification of the new Charter by the maximum number of states in the sub-region, **Prof. Olukoshi Adebayo** noted that its application guarantees a paradigm shift to exit a coercive and injunctive administration (often inherited from colonization) to move toward administration in the service of effective and participatory development of the peoples and States of Africa. For the Executive Director of the AGI, this new public administration of development must be rooted in the substrate of the African culture and service tradition - rather than in imported models which are disconnected from local realities – and must simultaneously share the universal values of respect for public interest, ethics, trust, transparency, ...



Echoing the same sentiment, the Director of UNDP Regional Centre for West and Central Africa, **Mrs. Gita Welch**, underlined in her remarks that public administration reform is at the heart of the UNDP agenda for sustainable human development. **Mrs. Gita Welch** explained the centrality of the theme by the UNDP's conviction that effective public administration is the cornerstone of an equitable provision of social services and the vector of the political participation of the excluded and the voiceless. Recalling that effective administration is one of the core indicators for measuring the legitimacy of systems of power, **Mrs. Gita Welch** reiterated the importance of the triptych legitimacy/effectiveness/efficiency in any process of constructing an effective and sustainable development. The Director of UNDP Regional Centre for West and Central Africa concluded by saying that the UNDP will continue, along with its African partners including the AGI, its ongoing commitment to the African Union and its member countries in reforming their public administrations, in strengthening their institutional capacities and in supporting the outreach initiatives of the African Charter on Values and Principles of Public Service and Administration.

The third speaker in the opening ceremony, **Mr. Abdoukarim Lo** - Delegate of the State Reform and Technical Assistance of the Republic of Senegal - thanked the AGI and its partners for having associated DREAT with the organizing of the first regional workshop on public administration reform in Africa and stressed the importance of this topic in the rebuilding of the state/society rapport, not only to regain legitimacy but also that citizens can correct their perceptions of their institutions. **Mr. Abdoukarim Lo** then returned to the crucial opportunity presented by the African Charter on Values and Principles of Public Service and Administration, during which he recalled that Senegal was one of the pioneers in the design and drafting process. He underlined that the meeting should be a time of retrospection and prospection on the types of public policies desired by Africans for an effective development. He observed that the principles of inclusiveness (especially of gender, youth and the disadvantaged rural poor) and equity can serve as the framework of new public policies of development which should in turn contribute to the creation of convergence and cohesion in the complex societies of African countries. Urging development partners to focus on building local capacity rather than substitution (in particular through a technical assistance too limited, inexperienced and often sectorized) in supporting the implementation of new development policies, **Mr. Abdoukarim Lo** completed his remarks by encouraging the formation of a coalition of regional actors who can initiate and lead a rapid process of ratification of the Charter by West Africa countries.



Ambassador Emile Ognimba, Director of the Department of Political Affairs of the African Union Commission, on behalf of the President of the African Union Commission and the Commissioner for Political Affairs, thanked the Senegalese authorities for hosting the meeting and welcomed its organization in a double context: the adoption of the African Charter on Values and Principles of Public Service and Administration but also the holding of the 7th Conference of African Ministers of Public Service on the theme 'Towards Efficient and Effective Service Delivery' (May 13-14, 2011 in Nairobi, Kenya). **Ambassador Emile Ognimba** then stressed the importance of effective and efficient public service in enhancing the capacity and capabilities of the African state in order to respond to the demands and basic socio-economic needs of its citizens; its absence can be the source of serious tensions or instability and crises as demonstrated by the recent social and political dynamics experienced by various African countries. To this effect, the **Ambassador Emile Ognimba** noted that the Charter is a vital resource to achieve appropriate public service reform which must, at the same time, be analyzed as a space for identifying the conditions for the provision of an effective and efficient service. He invited the workshop participants to discuss and question the document in a comprehensive and operational logic. **Ambassador Emile Ognimba** concluded his presentation by calling for early ratification of the Charter by the maximum of African States, to enable its entry into force as quickly as possible.

On behalf of **His Excellency the Minister of State, Minister of Public Service of the Republic of Senegal, Mr. Lamine Diallo** also congratulated the AGI and its partners (the African Commission Union, ECA, IDEP, DREAT) for organizing this important meeting. To the elements of opportunity presented previously, (return of the need for a state in Africa, adoption of the African Charter on Values and Principles of Public Service and Administration, ...), **Mr. Lamine Diallo** wished to provide additional political data: the adoption by the African stakeholders of the 'Tunis Consensus on Development Effectiveness' under the strong coordination of the AfDB and NEPAD. He stressed that this framework makes the establishment of developmental States a fundamental precondition for development effectiveness in Africa. The realization of this pre-condition implies the existence of strong, operational public services able to respond in applying the ideology of general interest to the aspirations, demands and legitimate expectations of effective and efficient public services from all citizens, foremost among whom are youth and women. **Mr. Lamine Diallo** stressed that the challenge here is to achieve the implementation of a proactive public service, able to co-produce, with non-state actors and the cooperation of partners in the South and North,



inclusive, value-added public policies for development. He stressed that this is a fundamental paradigm shift; accountability is henceforth due to our people and is not inferred by the adoption and futile implementation of reform programs based on imported substrates which are decontextualized from the local realities in African countries. Inviting development partners to also join this new dynamic, **Mr. Lamine Diallo** noted that this choice is resolutely retained by the Republic of Senegal, under the active impulse of **His Excellency the President of the Republic - Master Abdoulaye Wade** - and the government as a whole; the commitment and the implementation of the Phase II of the Project for Capacity Building for Good Governance, which has a public administration reform component being the evidence. **Mr. Lamine Diallo** finally declared open the Regional Workshop on 'Public Administration Reform in Africa: Towards an effective and efficient service delivery ' and wished the participants very good work.

2. Session N°1: The African Charter on Values and Principles of Public Service and Administration.

The first session of the workshop focused on the African Charter on values and principles of public service and administration and was led by three principal panelists.

Mr. Abraham Roch Okoko-Essau, Senior Advisor in the Department of Political Affairs of the African Union Commission, first presented the genealogy of the Charter. He recalled that this project goes back several years; the idea of an African document on public service and administration having been voiced during the Rabat African Council of Ministers of Public Service (CAMPS) in 1978. **Mr. Abraham Roch Okoko-Essau** subsequently showed how the African Union (AU) revitalized the project: since 2001, the CAMPS meetings have been held under its auspices and at the 2005 meeting, the Ministers of Public Service decided to make a future document that was a legally binding instrument. Following the extensive work of African experts, the AU Executive Council adopted the document in 2008. The draft Charter was finalized and approved by the CAMPS in 2010. Submitted to Heads of State and Government, the document was adopted at the summit of the African Union on 'Shared Values' of January 31, 2011. Fifteen ratifications are required for its entry into force. **Mr. Abraham Roch Okoko-Essau** then focused on the content of the Charter. Adopting a structural reading of the document, he noted that the chapters that comprise it emphasize the need for States to meet their obligations (Chapter II: Obligation of Public Service and Administration) and for an ethical framework to be established (Chapter III: Rules and conduct



of public officials); however, the necessary tools and skills must be mobilized to create the environment best suited to meet these obligations (Chapter V: Management and Development of human resources). For **Mr. Abraham Roch Okoko-Essau**, among the most important articles of the Charter include those referring to the fundamental rights of man, those relating to the issue of decentralization, that of diffusion of information and those referring to an effective delivery of quality public services. **Mr. Abraham Roch Okoko-Essau** extended his analysis by referring to the complementarity between the Charter and the Long-Term Strategy on African Governance and Public Administration: he stressed that the two instruments have the distinction of being the products of *African ownership*, whose ownership and legitimacy can therefore not be challenged. Encouraging countries to ratify the African Charter and implement the strategy, and inviting development partners to accompany them in this process rather than 'offer' projects of administration reform that are disconnected from African realities, **Mr. Abraham Roch Okoko-Essau** concluded his intervention by saying that the objective of the Charter, and therefore the AU, is to improve developmental governance on the continent.

Former Secretary General of the Commonwealth, Secretary General of the African Association for Public Administration and Management and AGI resource person for the program 'Public Administration Reform in Africa,' **Prof. Gelase Mutahaba** of the University of Dar es Salaam (Tanzania) began by focusing his remarks on the appropriate tools and instruments for the implementation of the Charter. He also presented the CAMPS initiative included in the development of a *Guide on Performance Management System* which has three main components: the first policy component is addressed to the leadership of African States, whose reappointment should depend on the achievements of reform and the application of the Charter; a second component depends on the management of human resources and seeks to suggest what types of interventions governments should put in place to ensure the development of human resources in the context of administration reform; and finally a more technical component referring to the processes and procedures to be followed by States in implementing the principles laid down in the Charter. **Prof. Gelase Mutahaba** then observed that the African Union wishes to convey a political message through the adoption of this Charter and the encouragement of ratification: the fact that development proceeds from endogenous and appropriate processes. Extending this observation, **Prof. Gelase Mutahaba** pointed out that the ontological foundation of the reform of the state in Africa can be found in the African values of sharing, justice, inclusiveness, equity and accountability. He cited as



an example, the implementation of these values in the case of Rwanda where it is subjected annually to an individual and public assessment in each ministry which is followed by a classification of the Ministers based on the performance obtained by their administrations. **Prof. Gelase Mutahaba** concluded his communication with this example along with the idea that state reform is congruent to the rebuilding of the state/society rapport in Africa while it, at the same time, contributes to the growth of democratic accountability.

The last panelist of the first session, **Mr. Makha Dado Sarr** - Former Deputy Executive Secretary of ECA and AGI resource person for the program 'Public Administration Reform in Africa,' sought to demonstrate the link between public administration reform and the APRM. **Mr. Makha Dado Sarr** began his intervention by recalling the mandate and modalities of the APRM and then continuing with an update on its current results. He then stressed that all the objectives of the APRM aim to improve and strengthen the governance and governmentality of African countries, which necessarily involves an upgrade of their public administrations. **Mr. Makha Dado Sarr** observed, to this effect, that all reports of Country Assessment Missions have, in the chapter on democratic and political governance, elements of prospective analysis and operational recommendations for public administration reform in the country concerned. He noted that these recommendations are usually followed by the countries evaluated. **Mr. Makha Dado Sarr** concluded his speech by stressing that the Charter and the APRM both aim to build a capable developmental state in Africa, that is to say, a state that puts, at the center of its action, the well being of its citizens and that is able to respond effectively and efficiently to their demands for access to basic services.

Following the three main interventions, the chair of the session, **Ambassador Emile Ognimba**, gave the floor to the discussant, **Prof. Babacar Kanté** of the Gaston Berger University, Saint Louis, Senegal. Opting for a structural cross-analysis of the content of the Charter, **Prof. Babacar Kanté** welcomed its richness but simultaneously deplored its weakness which he attributed to at least three limitations. One, the fact that the Charter has a definition problem by making reference to public service without specifying if it is only of administration or if there is a consideration of other actors in the production of public action. **Prof. Babacar Kanté** illustrated this first observation by the role now played by the private sector in the production of public services, for example in the health sector or in the dissemination of information. He



noted that it is necessary to dispose of the false and old hypothesis, inherited from the colonial administrative model, that the state has a monopoly on the production of effective and efficient public services. Two, **Prof. Babacar Kanté** posed the problem of the nature of the activities mentioned in the Charter, noting the social and administrative activities whereas others, like economic and industrial activities, should also be taken into account as the state sometimes manages these. Here, too, **Prof. Babacar Kanté** noted that the developmental state has a role to play in economic and industrial matters, although the question remains how to rationalize this role in order to prevent it from becoming an interventionist state. Finally, **Prof. Babacar Kanté** expressed his concerns about the operability of the Charter: he observed that the obligations of States in this document are too soft - the choice of wording was clearly done to avoid hitting a nerve and to encourage signature and ratification. Extending this analysis, **Prof. Babacar Kanté** deplored the fact that no provision of the Charter referred to a direct individual responsibility of agents of the administrations in the delivery of public services. In concluding his remarks which he acknowledged were *a little provocative*, **Prof. Babacar Kanté** said that the Charter should be, under all circumstances, interpreted in a dynamic and not static manner, in taking into account the legitimate concerns and expectations of well-being of the populations of African countries.

The first session of the Dakar Workshop ended with dense and rich exchanges between participants and panelists; the special focus by several speakers on the return to the ideology of the public interest and ethics in the functioning of public administrations in Africa is proof of their role as a vector and a catalyst for change for effective development of the states and peoples of Africa.

3. **Session N°1: The African Charter on Values and Principles of Public Service and Administration and the return to evidence. The link between proactive public service and the developmental state.**

The second session of the workshop was devoted to examining the political economy of the Charter and was led by four panelists.

Dr. Nansozi Muwanga of Makerere University (Uganda) recalled that academic discussions on the need for public administration reform in Africa are not new. She reminded, by way of illustration, the discussion of *bloated bureaucracies* in the context of structural adjustment programs of 70's and 80's and their



implications in terms of *trickle-down effect* or those engaged at the end of the 90's decade in the movement exercised by the New Public Management. **Dr. Nansozi Muwanga** observed that what is different today and that can be analyzed in terms of a paradigm shift is due to three things. One is the fact that it is once again being admitted that the public administration and the state are the legitimate actors of effective development. For this panelist, this is a radical break with the previous perspectives which were essentially neo-liberal and which worked for a withdrawal of the state in favor of the presumed-virtuous private sector. Another, **Dr. Nansozi Muwanga** noted, is that discussions of this new dynamic are now led by Africans, for Africans. She recalled the importance of *ownership* in the process of formalization of the African Charter of Values and Principles of Public Service and Administration as well as the Long-Term Strategy on African Governance and Public Administration. Finally, **Dr. Nansozi Muwanga** stressed that the new need for public administration reform is part of a larger process of rebuilding the social contract in African countries, at the center of which is now the citizen (and no longer the administrative authority or power). She concluded her intervention with an emphasis on the importance of legitimacy and political will to achieve effective public administration reform in these countries, whatever the context or socio-political configuration (stability, transition or post-conflict) that characterizes them.

The second panelist, **Mr. Stéphane Monney** of CAFRAD opened his remarks by situating the meaning of the title of the session: the fact that the African Charter on Values and Principles of Public Service and Administration enables many to rediscover the long lost evidence of the influence of internal and external factors. **Mr. Stéphane Monney** put this evidence into a comparative perspective by taking three non-African experiences of public administration reform: that of Canada, founded on the principles of accountability and democracy; that of Singapore, founded on transparency and ethics; and that of Malaysia, founded on competitiveness and the importance given to the prospective dimension of administrative action. **Mr. Stéphane Monney** concluded from these experiments that public administration reform in Africa can be articulated on the principles of democracy, respect of ethics, transparency and competitiveness. He stressed that it is through their operationalization, and without falling into mimicry, that African countries can, through their public services, exit the matrix of public administration consumption and/ or situations that constitute rents for families of those in political power to adopt the approach of government production, in the selfless service of all citizens and populations.



Mr. Stéphane Monney particularly called for a restoration of public service ethics to achieve the establishment of proactive public services and capable developmental states.

Mr. Guy-Maurille Massamba of the Republic of Congo briefly outlined the lessons learned from recent experiences of public administration reform in African countries. Recognizing, as the previous speaker, the importance of their being founded on values at the center of which is ethics, **Mr. Guy-Maurille Massamba** noted that these reforms are characterized by three main elements. First is the existence of leadership and clear political will on the matter. Second is the ownership by all stakeholders of the population (and not only the agents of the state) of measures that objectify these reforms in order to facilitate their implementation. Third, and finally, is the taking into account of the specific contexts and settings in which social and political reforms are implemented. **Mr. Guy-Maurille Massamba** concluded his intervention by enumerating some brakes that can hinder the success of public administration reform in African countries. Among these, he cited the politicization of the public administrations, government, the lack of professionalism of public officials, the lack of respect for democratic accountability and the extent of the phenomenon of corruption. **Mr. Guy-Maurille Massamba** concluded by stressing on the importance of training of public officials for an effective public service reform.

Engineer Jorge Lopes-Gestor, CEO of NOSI Cape Verde, presented a case study in the last intervention of the session: the example of e-governance in his country. **Engineer Jorge Lopes-Gestor** began his intervention by returning to the geographical specificities and the high levels of ICT access in Cape Verde. He then noted that for the country's political leaders, e-governance is thought of in a holistic manner, integrated and situated at the heart of public administration reform as it allows the reconciliation of the state and the citizen, at each of the stages of the citizen's life. **Engineer Jorge Lopes-Gestor** cited illustrations of several applications of e-governance in Cape Verde: marital status, social security, education, automated management of the electoral, election, land management, civil law, access to public employment or starting a business, dialogue between administrators and citizens, After having pointed out that all this is only possible because of the existence of a strong sense of ethics and public service officers charged with the management of this program, **Engineer Jorge Lopes-Gestor** wondered whether this example is transferable to all African countries. He answered no to this question, highlighting



the geographical and contextual specificities of Cape Verde. However, he noted in his conclusion that many of the applications of e-governance tried in Cape Verde can be easily implemented in various African countries (civil status, voter registration, starting a business, ...). Welcoming that the Long-Term Strategy on African Governance and Public Administration makes e-governance a major area of work, **Engineer Jorge Lopes-Gestor** encouraged countries in the sub-region and beyond in Africa to engage in the implementation of such a program and concluded his remarks by affirming the availability of Cape Verde to share its experience in this area in the context of a South-South partnership.

After these interventions, the chairman of the session - **Prof. Gelase Mutahaba** - gave the floor to the discussant, **Dr. Aminata Diaw** - Director of Research at CODESRIA. **Dr. Aminata Diaw** articulated her remarks around two points. On the one hand, the evidence consisting of the link between proactive public service and the construction of a developmental state is not necessarily shared by all. She also observed that some resistance is manifested not only in the domestic private sector but also internationally, by multinationals operating in our countries for whom a strong public service could mean loss of opportunities facilities and bad habits from the past (i.e. the famous tax evasion phenomenon). **Dr. Aminata Diaw** called on African governments and the African Union to be vigilant on this point; she especially emphasized that domestic private players need to understand that it is in partnership with the public service that the objectives of creating wealth and growth for the citizens will be achieved. **Dr. Aminata Diaw**, on the other hand, insisted on the categorical imperative which represents the respect of ethics and the public interest for an effective public administration reform. Recognizing, as various previous speakers, the importance of training for public officials to achieve this categorical imperative, she cited as other possible vectors the communication to all population groups and the fundamental and operational research on the theme of public administration reform.

The general discussion and exchange between the participants and the panelists that followed were fueled by several themes: the importance of public-private partnership in the construction of a capable developmental state; the ethics of public service; the robust critical mass needed to achieve a public administration output; and the issue of administrative sectors with strong potential for financial consumption but low visibility of the productive potential although their importance is universally accepted, particularly in the context of global financial and economic crisis necessarily impacting African



States. The education and employment sectors were cited here as examples, and participants agreed that public administration reform also requires that political leaders, on their part, abandon easy solutions (usually reduced to announcement effects or ad hoc support from development partners). They agreed that a self-referential and critical eye is needed in each African country before starting to explore innovative and proactive solutions to meet the recurring tensions in these areas. Several speakers also stressed that the decline of ethics in African public administrations was concomitant to reforms under the structural adjustment programs and their dire socio-economic consequences. The significance of mechanical solidarities in African societies was mentioned as a possible cause of this decline. Finally, fragility in crisis situations and post-conflict contexts was also recognized as sources of lack of ethics in these administrations. The participants agreed on the fact that we should not hide the reality of the evidences available and that all stakeholders mobilized by public policy must address these ills head in order to achieve the development of our public administrations.

Concluding the first day of work, **Prof. Gelase Muthaba** recalled the urgency of constructing a developmental state in Africa. He observed that the process will not be simple and will require painful efforts by Africans themselves and some *aggiornamentos* in their behavior. Citing as an illustration the simple fact that every citizen should pay their taxes rather than wait for development assistance to finance local development is a concrete element of the paradigm shift mentioned frequently, **Prof. Gelase Muthaba** noted that public administration reform *implies, in a prosaic manner, that any franc spent by the administration be traceable and generates in return at least another franc regardless of the selected base currency*. **Prof. Gelase Muthaba** noted that the *Performance Management System* is a benchmark to achieve these goals. He also congratulated the participants in concluding that the discussions were very rich and that the leading idea and source of consensus is that the citizen is a key player in reform and should participate actively in its implementation.

4. The major issues of Public Administration Reform in Africa

This session was held on the second day of the workshop and was chaired by **Dr. Nansozi Muwanga**. Four panelists presented what they saw as the major issues in public administration reform in the sub-regional



countries, fueling the reflection on a response in terms of the implementation of capacity building programs.

Mr. Abdoulwahab Ba - Team leader of the Governance Unit of the UNDP Country Office in Senegal, focused on planning. Noting that the latest had been abandoned in the wake of the structural adjustment plans, he stressed that public administration reform and the imperative of the construction of a developmental State have put planning back as a priority on the governance agenda. Moreover, **Mr. Abdoulwahab Ba** stressed the need for pro-activity that links the new strategic plan as citizens of African States are increasingly demanding the quick and optimal satisfaction of their legitimate demands for well-being and for access to basic services. **Mr. Abdoulwahab Ba** extended his analysis by observing that this new strategic plan, which integrates decentralization and local development, aims to project African States and societies toward the short and medium term horizon, taking into account their past and the stage in which they are presently situated. **Mr. Abdoulwahab Ba** concluded by observing that the UNDP supports and will continue to support African countries in implementing and strengthening the capacity of their governments in issues of planning.

Mr. Abdoukarim Lo, for his part, stressed the importance of the link between public administration reform and public policy. Recalling that the latter cannot produce the desired effect if the administrative apparatus is ineffective, **Mr. Abdoukarim Lo** noted that public policies contribute to the creation of a political order and regulation in our complex societies in that they allow, in their formulation and implementation, an interaction and a political dialogue between the 'top' (political leaders and elites) and the 'bottom' (citizens often presumed passive). **Mr. Abdoukarim Lo** stressed the importance of political dialogue in the current context of increased assertive demands for effective access to basic services and well-being for citizens in the countries of the sub-region. To this end, **Mr. Abdoukarim Lo** advocated for the capacity building of public officials, state and non-state actors in public policy. He particularly highlighted the issue of new strategies for public policy evaluation which must inform all the successive steps and not be solely limited to an end or intervene when an *anomaly* occurs. **Mr. Abdoukarim Lo** concluded by inviting the AGI and its partners to reflect upon an offer of training on this theme in case it is also clear from other regional workshops to come.



Mr. Abdoulaye Camara - General Director of the National School of Administration of Senegal and a member of the Network of Executives of National Schools of Administration in Africa – welcomed the organization of the workshop and thanked the participants for having associated with the work. **Mr. Abdoulaye Camara** posed as a priority in any public administration reform the coherent, appropriate and optimal training of management and agents. He wished that this be put in place in schools of administrations' teaching modules on the specific content of the African Charter on the Values and Principles of Public Service and Administration and its related instruments. He cited as a priority example, the introduction of a teaching module on ethics in public policy and on the reform of the state. **Mr. Abdoulaye Camara** suggested that these modules could be provided by the network of actors in AGI's 'Public Administration Reform' program in order to confer a pan-African nature to the formations. **Mr. Abdoulaye Camara** finished his speech by hoping that the Network of Executives of National Schools of Administration in Africa be systematically associated with the implementation of the 'Public Administration Reform in Africa' program by the AGI and its partners.

Mrs. Fatou Jagne Senghore, Regional Coordinator for West Africa of the NGO Article 19, finally reminded the participants that public administration reform and the prospect of constructing developmental States in Africa also generate issues and needs for Non-State Actors. The main issue identified by **Mrs. Fatou Jagne Senghore** was the participation of NSAs in these processes. As such, she welcomed that the Charter on Values and Principles of Public Service and Administration recognizes the principle of Participatory Development which has been acknowledged for twenty years by international partners. **Mrs. Fatou Jagne Senghore** then listed the areas where non-state actors in the sub-region have a need for capacity building to enhance their contribution to the reform of the state and to the construction of developmental States. **She** cited the evaluation of public policies, the promotion of transparency and accountability particularly in public procurement and public policy, budget processes, the mobilization of local resources and social accountability. **Mrs. Fatou Jagne Senghore** ended her speech by saying that the State must be seen not as the exclusive producer, but as co-producer of the development.

Before opening the discussion, **Dr. Nansozi Muwanga** gave the floor to discusant **Dr. Kango Lare Lantone** of CODESRIA. The latter acknowledged the accuracy of the issues and needs identified by previous speakers but wanted to add the need to introduce a discussion and training on the right of users within



the public service reform in Africa. **Dr. Kango Lare Lantone** noted that besides the duties of agents, the right of users will undoubtedly contribute to depersonalize their rapport or, better yet, put them on objective and clear bases. **Dr. Kango Lare Lantone** also called for a broad communication in the region, at all levels of governance (from local to regional through national) and at all categories of social and political actors, on the Charter African Values and Principles of Public Service and Administration. **Dr. Kango Lare Lantone** finally stressed the importance of the theme of public administration reform in sub-regional countries in post-crisis or post-conflict situations. It was for this reason that he posed the question of whether public administration reform is separable from security systems.

The ensuing discussion focused on the prioritization of the issues identified and the implementation of the responses in terms of the provision of capacity building trainings for them. Participants agreed that it is difficult to establish an order of priorities and encouraged the African Union Commission, the AGI, ECA and IDEP to explore ways to implement training programs for the various points raised. Participants noted that the year 2012 will be devoted to the theme of 'Shared Values' by the African Union and this presents an opportunity to be seized. Participants also invited the AGI to develop, with the possible support of the African Union and the UN, a space for reflection on the relationship between reform of security systems and reform of the State.

Closing the session, **Dr. Nansozi Muwanga** underlined that it will be very important to compare these findings with those that emerge from the next regional workshops. She noted that this would enable the proposal of responses at the inter-regional level and contribute to strengthening African integration.

After thanking the participants for the density of the exchanges and their pro-activity as well as the institutional partners of the AGI who made this event possible, **Prof. Adebayo Olukoshi** closed the Dakar Regional Workshop on 'Public Administration Reform in Africa.' The meeting ended with the distribution to all participants of a file containing all documents adopted at the 7th CAMPS session for ownership, diffusion in their respective countries and sensibilization of their national authorities as well as the establishment of a sub-regional network dedicated to public administration reform.