

**CLOSING SPEECH BY HON. AMB. SEIF ALLY IDDI, SECOND VICE  
PRESIDENT OF THE REVOLUTIONARY GOVERNMENT OF ZANZIBAR,  
AT THE 34<sup>TH</sup> AAPAM ANNUAL ROUNDTABLE CONFERENCE ON  
PERFORMANCE MANAGEMENT FOR IMPROVING PUBLIC SERVICE  
DELIVERY IN AFRICA AT ZANZIBAR BEACH RESORT, ZANZIBAR  
ON 16<sup>TH</sup> NOVEMBER, 2012**

- **President and Executive Committee of AAPAM;**
  - **Ministers;**
  - **Dr. Abdulhami Yahya Mzee, Chief Secretary, Secretary to the Cabinet and Head of Public Service of the Revolutionary Government of Zanzibar;**
  - **Ambassador Ombeni Y. Sefue, Chief Secretary of the United Republic of Tanzania;**
  - **Chief Secretaries, Secretaries to Cabinet, and Heads of Public Service;**
  - **Permanent Secretaries, Principal Secretaries and other Senior Government Officials;**
  - **Representatives of International Organisations;**
  - **Distinguished delegates;**
  - **Ladies and Gentlemen.**
- 

Allow me to start my closing remarks by expressing my satisfaction and happiness in the manner in which this conference has been conducted, the quality of the presentations, and discussions in the plenary, concurrent sessions and the outputs of this conference. As host of this conference, my initial evaluation is that, it has been a great success. I would therefore like to take this opportunity to congratulate AAPAM Secretariat, in particular, the National Organizing Committee,

the Resource Persons and distinguished delegates for the job well done. In Swahili we say *"Hongera sana!"*

**Honourable Ministers, Distinguished Delegates;**

Organising and managing a large Conference like this, one requires dedication and commitment. It is for this reason that I would like to recognise and appreciate the efforts of all those people and organisations which in one way or another, have contributed to the preparations, hosting and the overall management of the Conference which comes to an end this afternoon. The list of people who deserve praise for their endeavour, dedication and hardwork is long. I can only mention a few, and especially those who were pivotal and instrumental to the success of this Conference. These include the President of AAPAM, Hon. Abdon Agaw Jok Nhial, Secretary General of AAPAM Mr G. K. Scott, together with the entire team of AAPAM and the Chief Secretary to the Cabinet and Head of Public Service in the Revolutionary Government of Zanzibar for leading and guidance to make this Conference a success.

Secondly, I would like to thank the resource persons to this Conference, especially chairpersons to a series of plenary sessions, facilitators, paper presenters and Rapporteurs of the Conference sessions. We thank them all for their good work.

It would be amiss of me without thanking the National Organising Committee for this successful Conference, led by The Chief Secretary, Secretary to the Cabinet and the Head of Public Service in the Revolutionary Government of Zanzibar; Hon. Abdulhami Yahya Mzee. You have done a wonderful and commendable job.

I would also like to register my appreciation to all delegates who attended this Conference from all regions of the Continent and those from abroad; America, Europe and Asia. We thank you for attending this very important event and welcome again to this beautiful Island of Zanzibar.

**Honourable Ministers, Distinguished Delegates;**

The completion of this Conference marks a milestone in our endeavour to improving the public service delivery, and particularly in the area of Performance Management.

The theme of the Conference “***Performance Management for Improving Public Service Delivery in Africa***” and the subsequent topics presented created quite healthy discussions that were very informative. I can say with confidence that this Conference has clearly demonstrated our commitment and concerns on Improving Performance Management of Public Service. As leaders and managers we ought to be agents of change, for provision of quality services to our citizens. I feel that this Conference came at the opportune time when the entire world is rethinking on performance management for enhancing accountability and effective resource management.

**Honourable Ministers, Distinguished Delegates, Ladies and Gentlemen;**

The initiatives by AAPAM to conduct this conference in Zanzibar, is a positive step to addressing the challenges that impede the optimization of Performance Management Systems for Improved Service Delivery identified and highlighted for corrective interventions. I believe

that this Conference has really assessed true values of our performance management systems to achieve the objective of quality and efficient services to the public.

During the course of the past four intensive working days, discussions have focused on a wide spectrum of critical issues and concerns that would enable the creation of a performance culture across the public service, inclusive of the role that you, as Senior Officials, ought to play to ensure that the public service is transformed into accountable performance-driven entities that provide for better service delivery, and productivity gains that would generate opportunities for wealth creation.

Within all the deliberations that took place, you have surely raised the many challenges and restraining factors faced by your public services such as lack of clear understanding of Performance Management by key stakeholders; Complexity of some of the Performance Management Systems leading to limited or non operationalization; Absence of enforcement laws/guidelines to guide sanctions, rewards; Lack of political will; Limited institutional and personal capacity to operationalise Performance Management Systems.

**Honourable Ministers, Distinguished Delegates, Ladies and Gentlemen;**

I urge all participants to reflect on the experiences and insights gained and implement what works in your own public services for the betterment of our people.

**Honourable Ministers, Distinguished Delegates, Ladies and Gentlemen;**

With the ever-increasing citizens' expectations in these critical times of scarce resources, performance management becomes an important vehicle for achieving results at organisational and national levels. In affirming our collective commitments, let us make active use of this vehicle that will take us to greater heights in our resolve to accelerate the implementation of Public Sector Reforms that will entrench a performance-oriented culture and will bring about accountability, effectiveness and efficiency in the provision of public goods and services. Remember, you as senior officials, entrusted with the efficiency and continuous innovation of government making sure that national development is sustained and national wealth created.

I urge you to take time to examine whether your public services have been restructured for the best, and whether you have built up the human capacities to deliver on reform initiatives, organisational transformation and an enabling environment that permits effective performance management to take place, otherwise all your efforts will have been in vain.

**Honourable Ministers, Distinguished Delegates, Ladies and Gentlemen;**

In conclusion, allow me to once again congratulate you all for your efforts which made this Conference successful. We need to recognise that it is only through exchanges of knowledge, ideas and experiences, like the way we did in this Conference, that we can seriously assist our countries to improve their public services. Therefore as we go back

home, we should emulate the best practices in managing performance management for the benefit of the development of our countries.

Once again, I commend all actors for making this Conference a successful reality and for your commitment in spearheading the acceleration of a Performance Management System that is suitable for our Public Service in Africa.

Indeed, it has been an honour and pleasure to share my thoughts with you. Let me, once again thank you for giving me the privilege to officiate the closing. I wish everyone a safe journeys back home and for those who have decided to stay for a while, are cordially advised and encouraged to visit the many attractions found in this picturesque Island of Zanzibar.

**Honourable Ministers, Distinguished Delegates, Ladies and Gentlemen;**

Allow me now to declare the 34<sup>th</sup> AAPAM Roundtable Conference that was held here in Zanzibar, from 12<sup>th</sup> to 16<sup>th</sup> November, 2012 officially closed, and I wish the next host every success.

***THANK YOU FOR YOUR KIND ATTENTION.***

***ASANTENI SANA.***