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AAPAM

AFRICAN ASSOCIATION FOR PUBLIC ADMINISTRATION AND MANAGEMENT

REPORT OF THE
WORKSHOP FOR SENIOR LEVEL POLICY PERSONNEL
ON OPTIMAL UTILIZATION OF MANAGEMENT CONSULTANTS
ARUSHA, TANZANIA
AUGUST 17 - 21 1987

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I. BACKGROUND:

An Expert Group of AAPAM met at Badagry, Lagos State, Nigeria during February 10-15, 1986 to consider Priority Areas in Public Administration and Management in Africa. The meeting noted that the increasing demands for improvements in management services had led to the establishment of indigenous consultancy firms in many African countries. Most of the consultants, although relatively young in the profession, engage in major assignments which would be of significant consequence to development on the continent. The Expert Group therefore considered that it would be essential to improve the technical competence and capability of these consultants so as to enhance the impact and efficiency of management services. AAPAM was requested to act as a catalyst in initiating an organized and systematic approach to training in the practice of management consulting.

As an initial step to implementing the recommendations of the Expert Group, the AAPAM Secretariat considered that it would be useful to start with a forum to sensitize and provide some knowledge and skills to senior level policy-makers on the optimal use of consultants. A Workshop was therefore proposed to bring together Senior Level Policy-Makers, other users of consultancy services and Suppliers of these services who were members of private or public consulting organizations. The Workshop would be a working forum where participants reviewed past experience and spelled out priorities and an action programme for the future.

II. INTRODUCTION

The Workshop was officially opened by the Principal Secretary to the President of Tanzania, His Excellency Ambassador Paul M. Rupia. Ambassador Rupia highlighted the economic problems facing Africa which included depressed commodity prices, rising costs of imports, heavy external debt service obligations, restricted access to markets in developed countries, stagnant or declining flow of development assistance and low rates of food production amid rapid population growth. The multiplicity of these factors resulted into severe foreign exchange crises affecting all sectors of the African

economies. Yet, Africa "ended up exporting more foreign exchange than we could import for purposes of food imports, machinery spare parts, as well as consultancy and professional advice".

Ambassador Rupia challenged the Workshop Consultants to realize that, in the final analysis, "the initiative for solving our problems has to come from ourselves, based on our own ideas and resources". However, he pointed out that despite the increasing number of indigenous consultants in Africa, the impact of management consultancy had been minimal in impacting change in - Africa's development processes. Ignorance, on the part of policy-makers, managers and administrators, on the type of consultancy services available locally and outside was both a reflection of the non-optimal utilization of local resources as well as the failure of indigenous consultants to make themselves and their abilities known. Ambassador Rupia concluded by saying that the answer to the problem he had outlined was not to despair but to improve the utilization of local resources "for structural change and development". (The full text of the speech by Ambassador Rupia can be obtained upon request from the AAPAM Secretariat).

In his vote of thanks to Ambassador Rupia, Dr. Ibbo Mandaza, Commissioner of the Public Service Commission in Zimbabwe echoed the significance of the theme already spelled out by the Ambassador. (The full text of the Vote of Thanks by Dr. Mandaza is available and can be obtained from the AAPAM Secretariat).

In his welcoming speech, the Vice-President of AAPAM, Prof. Kwame Adjei, emphasised on the theme of improving the technical competence of African consultants as a priority area in the programme to improve public administration and management. He pointed out some of the constraints facing African consultants as being financial problems, lack of organizational and logistical support, lack of acceptance even by their own institutions and unfair competition from foreign organizations.

The situation, he said, should be seen as a source of encouragement toward the optimal utilization of African consultants, which is a responsibility of all relevant individual professionals, institutions and African policy-makers. (The full text of the statement by the Vice-President of AAPAM can be obtained from the AAPAM Secretariat).

The Workshop was attended by 38 participants from 13 countries comprising of representatives of user organizations, representatives of indigenous public and private consultancy organizations, representatives of international organizations, some resource people and a few observers. The full list of participants is attached to this report - Appendix 1.

III. SUMMARY OF PROCEEDINGS:

Workshop Proceedings:

The Workshop proceeded into Four Working Sessions as follows:

- 1st Session: Presentations on Management Consulting
- 2nd Session: Presentations on the State of Management Consulting in Africa
- 3rd Session: Experiences of Users of Management Consultants
- 4th Session: Discussions of Experiences by Suppliers of Consultancy Services:
 - (a) Private Suppliers of Consultancy Services
 - (b) Public Consulting Organizations

The Fifth Session of the Workshop was devoted to discussions in three Syndicates by:

- 1. Public Institutions Suppliers of Consultancy Services
- 2. Private Suppliers of Consultancy Services
- 3. Users of Consultancy Services

The aim of the Syndicates was to develop recommendations for an Action Programme by AAPAM and other collaborating institutions on the optimal Utilization of Management Consultants. The recommendations, which were approved by a Plenary Session at the end of the Workshop are presented later in this Report.

Session 1: 2.30 p.m. Monday, 17 August 1987

Presentation on Management Consulting

Chairperson: Mr. M. Aboud

Rapporteur: Prof. G. Mutiso

Presentations:

1. Management Consulting Process: Present Practices and How to Overcome them - by Kwame Adjei
2. Process of Drawing Up Terms of Reference: Present Practices and How the Situation Can Be Improved -
- James Nti
3. Optimal Utilization of Consultants - What Is, Why Use, Who Uses Management Consultancy - by Iddi Simba

Discussions on Presentations.

The Papers enumerated various elements that are necessary for the improvement of the practice of management consultancy, ranging from personal qualities, training and experience of the individual consultant to institutional responsibilities in facilitating consulting assignments.

Points Emerging from the Discussion

- Many retired Permanent Secretaries or Senior Civil Service Personnel are becoming Consultants, and they too, although experienced, need training in the modern practice of management consulting.
- Consultants must familiarise themselves with the procedures of management and of the key organizations which are their potential clients.
- Competence in presentation, execution, report writing and communication should be emphasized.
- Organization of professional consultants is essential
- A consultant must always work with people in the organization where his services are, or will be, utilized
- To define Terms of Reference, the management should take time to think out the goals and measures of performance and analyse problems and their assumptions
- Terms of Reference should be worked out between the consultant and the client
- Training is needed in writing Terms of Reference
- There is need for a body to regulate the practice of management consulting.

- Training of consultants should be by attachment to existing firms
- Users need to know what consultancy is all about, and so they also need basic training

(Details of the discussions in the Session is available from the Secretariat).

Session 2: 9.00 a.m. - Tuesday 18 August 1987:

Presentations on the State of Management Consultancy in Africa:

Chairperson: Dr. Ibbo Mandaza
Rapporteur : Mr. M. B. Durodolla

Presentations:

1. The State of Management Consulting in Africa - by Ngure Mwaniki
2. The Status of Indegenous Management Consultancy in Africa - by Mesfin Terrefe
3. On the African Development Experts (ADEX) Facilities - by J.M. Duke

Discussions on Presentations

The theme of these presentations was the objective of improving the practice of consultancy in Africa. The points emphasised in this respect were need to:

1. Initiate efforts to bridge the existing gap between capacity and capability
2. Facilitate closing of barriers between Users and Suppliers of consultancy services
3. Provide the learning experience on how to use consultants.

To do this, there must be indications as to how the improvement of capacity can take place in the first place, and then the various roles played by relevant agencies in the process. Despite the concern ECA attaches to these aspects and AAPAM's continual intervention by providing assistance towards raising the capability of African consultants, the problem still persist. There are the inadequacies in the capability and professional expertise and quality of work output by the indigenous consultants themselves on the one hand, and unfavourable attitudes on the part of User agencies and institutions involved on the other.

Along with capacity and capability, the need for a Code of Conduct and the development of professional Ethics for management consultants in Africa was also strongly expressed.

Points Emerging from the Discussions:

In order to bring the main objectives of this Workshop into focus, and to ensure that the essence of the deliberations is not lost in rhetorics, the following strategies and action plans were proposed:

- To assist practitioners and users of consultancy, crucial issues for dialogue between donor agencies, users and consultants should be identified
- AAPAM should articulate the strategies and institutional framework it proposes to adopt in finding solutions to all the problems identified and for achieving the objectives of this Workshop and address questions such as:
 - +* Through what sources can the local consultants obtain funds and finances for heavy consultancy projects?
 - +* How can consultancy culture, management consciousness and discipline be instilled in policy-makers and public officers?
- Serious consideration to be given to professionalising management services practice in the public service, and to developing relevant training programmes for the officers so as to retain them long enough to make a realistic impact.
- AAPAM should make efforts to document the status of management consultants in Africa
- There is need for a formal Resolution to legitimise the decisions and conclusions reached at the Workshop, and for all participants to ensure that the resolutions will be followed up.
- All the issues addressed at this Workshop should be referred to ECA for its intervention in giving support and expression to the implementation of the Resolutions
- There is need to have long term strategic planning for both the users and practitioners of management consultancy in Africa
- Sources of resources for training and development of local consultancy experts need to be identified, and a strategy for implementation of a training programme clearly defined. (Details of discussion is available from the Secretariat).

Session 3: 2.30 p.m. Tuesday 18 August 1987

Presentations on Experiences of Users of Management Consultancy

Chairperson: Ms T. Bare

Rapporteur: Mr. G. Tibakweitira

Presentations:

1. Experiences in the Use of Management Consultants in Tanzania
- by W. H. Shellukindo and S. K. Mtali
2. The Role of Consultants in the Seychelles - by Maryse Roberts
3. Effective Utilization of Consultants: Lesotho's Experience
- by Jules Letsie
4. Optimal Utilization of Consultants: Swaziland - by S. Ceko

The presentation illustrated the use of consultancy services and the problems experienced. These include:

- Insufficient observation of ethical standards by the consultants
- Breakdown of communication between the consultants and the client organization, leading to adverse relationships
- Unawareness of Users of the availability of indigenous consultancy resources
- Consultants are often not action-oriented
- Insensitivity to local political, social, cultural and ethnic conditions and orientation of the client
- Financial constraints

Points Emerging from the Discussion:

- Care should be taken to ensure that consultants do not initiate projects which unduly divert resources from other projects
- Consultants should exercise diplomacy in dealing with Clients
- Consultants should ensure that they are aware of and present best solutions to the problems
- Regular Symposia for consultants should be organised
- Formation of professional associations of consultants is essential
- Foreign firms should be obliged to work with local consultants
- More opportunities should be deliberately given to local consultants
- Consultants should draw upon research conducted at institutions of higher learning to service the consultancy activity
- Consultant's recommendations should be action-oriented

*Proposal was
10% local each yr.
Deputy T. Leader
from Year 1
Team Leader by
Yr. 5
Full local theoretically
in 10 years.*

- Consultants should endeavour to play a positive role in providing advice relevant to the solution of the issues at hand
- Have adequate consultation between client and consultant
- Adequate control and supervision of consultant essential from the client
- Joint involvements by consultants more realistic than use of counterparts or contact persons
- Late submission of consultancy reports is a major short-coming among management consultants
- Scheduled meeting between client and consultant should be included in Consultancy Service Contracts.

(Details of presentations available from the AAPAM Secretariat).

Session 4: 9.00 a.m. 19 August 1987 - Wednesday:

Presentations on Experiences of Suppliers of Management

Consultancy: Private Consulting Groups

Chairperson: Dr. James Nti

Rapporteur : Mr. D. Kabyemela

Presentations:

1. The Future of African Consulting - by G. Mutiso
2. The Indigenous Consultant's Experience - M. K. Consultants, Tanzania - by Medard Mutungi

Discussions on Presentations

Presentations on Experiences of Suppliers of Management

Consultancy: Public Consulting Groups

Chairperson: Mr. Bernard Mulokozi

Rapporteur : Mr. D. Kabyemela

Presentations:

1. ASCON's Experience in Consulting - by Mike Durodola
2. ESAMI's Experience in Consulting - by Philip Shirma
3. Institute of Development Management, Mzumbe's Experience - G. Tibakweitira
4. Conceptual Approach to Training of Consultants - by J. D. Kimura
5. Experience of a Young Professional - by M. Kabyemela

Discussions on Presentations

The role of the Consultant in filling the gaps in institutions with inadequate supply of skilled managerial staff was discussed. However, the problem of the young indigenous Consultants gaining acceptance by the

Users of consulting services was noted. The suppliers' complaints included undue preference for foreign firms, the requirement for a list of past Clients as references and the susceptibility of consultancy services to budget cut-backs.

Points Emerging from the Discussions:

- Hard data is difficult to come by. Therefore, building of local data banks and information sharing is of essence.
- AAPAM should help in evolving publicity programmes to enhance awareness
- Assignments to indigenous consultants should be awarded on the basis of professional competence rather than emphasising references
- Users should retain consultants even during recessions to provide advice on the fastest way to recover
- It was felt that management consultants should play a leading role in evolving relevant management/organizational theory and practice
- The need for concretizing what is meant by Management and Public Administration and Management Consulting was voiced
- AAPAM should be requested to spearhead production of reference materials for management consultants
- Private consultants, like public servants should be required to sign bonds under the Official Secrets Act, so that they can acquire access to classified government documents, when these are essential in the course of consultancy assignments for government
- Apprenticeship/internship was recommended
- Consultancy should play a major role in the transfer of knowledge and technology
- Consulting should act as 'change agent' and a catalyst in ensuring the required change for effective performance of management practices.
- National management consultants should offer their services outside their countries as ASCON of Nigeria has done in providing consultancy services to Zimbabwe
- There is need to create mutual rapport, understanding and confidence between Suppliers and Users of consultancy services
- There is need for regular platforms for professional management consulting firms and governments. Such platforms should be used to create better understanding and regulate the profession.

SESSION 5: SYNDICATE DISCUSSIONS:

The aim of the Syndicate discussion was to develop recommendations for an action programme by Users and Suppliers, with AAPAM whenever appropriate, acting as a catalysing agent. The following topics were suggested for discussions:-

ISSUES FOR ALL SYNDICATE GROUPS:

1. How do Consultants make themselves known to Users - Advertising: is Advertising Ethical?
2. How can the behaviour and conduct of consultants be regulated?
3. Training of Users and Supplier; Mechanisms for attaining it.
4. How can indigenous management consultants break into the monopoly of consulting Contracts Associates with Aid packages?
5. When is Consultancy not a Management Consultancy?
6. What role should AAPAM play in the Development of Indigenous Management consultancy in Africa
7. What are the conceptions of Suppliers and expectations of Users in respect of effective Reports: How can the gap, if any, be bridged?

SPECIAL ISSUE FOR PUBLIC USERS:

1. How can governments insulate themselves against Rip Offs?
2. How do you give management service muscle?

SPECIAL ISSUES FOR PRIVATE SUPPLIERS:

1. Development and acquisition of Reference materials
2. How do you ensure links and contact between Private Suppliers and Public Suppliers - the issue of Competition and Cooperation
3. Interface between Research and Consultancy?

SPECIAL ISSUES FOR PUBLIC SUPPLIERS:

1. Career Development for Public Consultants (Management Services People)
2. How does Management Audit become institutionalized?
3. How do you ensure links and contact between Private and Public Suppliers - the issue of competition and cooperation?
4. How do you give Management Service Muscle?
5. Interface between Research and Consultancy?

Points Emerging from Discussion on Special Issues for Public Suppliers:

GROUP A:

- Question 1. All African Governments should consider establishing and strategically placing Management Services Divisions to undertake Public Consulting work. Also to have members of Management Services Divisions

assigned in all Ministries/Departments to act as in-house consultants. To develop a scheme of service for management service personnel, clearly spelling out training requirements, experience and salary grading. If this done, this area of activity will be professionalized and insulated from infiltration from other ill-qualified cadres.

Question 2. It was observed that Management Auditing which forms part of Management Services work should be emphasised in the training process as well as in the day to day operations of management consultants in government. Management services Divisions through this process can intervene and take early corrective measures.

Question 3. It was felt that the recommended National Regulatory Bodies do this linkage function and also that the Management Services Division be given regulatory powers to co-ordinate the engagement of private consultants into the Public Sector.

Question 4. Management Services Divisions should be located in a strategic coordinating Ministry in government so that its recommendations can be supported by the image of the office from which they operate. Their scheme of service and professional competence and status should be manifested in the quality of their recommendations. The grading of jobs in this area should allow for the retention of the competent and well trained staff.

Question 5. It is recommended that research findings relevant to management consulting be made available to consultants through libraries to be established by national consultancy regulating bodies.

SESSION 6: FINAL PLENARY SESSION:

Based on the discussions which took place at the plenaries and in syndicate groups, the workshop concluded and recommended as follows:

1. The existing practice of making extensive use of foreign consultants, especially, in strategic and highly sensitive areas, does not square with the doctrine of collective self-reliance.
2. In order to ensure optimum utilization of indigenous management consultants, their actual and potential contributions should be brought to the attention of beneficiaries of consultancy services, i.e. government and private sector organizations.
3. However, while it is necessary to publicize the activities of indigenous consultants (through advertisements in reputable journals, and in brochures), due caution should be exercised to guard against making extravagant claims, undercutting or mis-representing the positions of competitors, and adopting unethical marketing techniques.
4. To enhance the credibility of the management consulting profession, there is an urgent need for the establishment of National Management Consulting Council empowered among other things, to lay down codes of conduct; enforce the codes of conduct; register, accredit and discipline management consulting practitioners and/or firms; monitor and regulate the fees chargeable for certain categories of services; and generally protect the image of management consulting practice.
5. To improve the productivity of organizations, managers in both the public and private sectors need to establish Key Results Areas and performance indicators. They (the managers) therefore require training in performance measurement and performance improvement. They also need to maintain a roster providing up-to-date information on locally available management consulting capacity.

*Council is state
regulatory.
Suggest Trade
Association.*

6. For their own part, the management consultants need to close whatever credibility gap might be perceived by their clients. In particular, the consultants need training in the methodology of process consulting, report-writing, presentation and follow-up project costing and time-tabling use of computers, management auditing and management services.
7. The position of management services units in government could be strengthened in a variety of ways, notably through high-quality consulting work through the recruitment, training and motivation of first-class personnel and through high-level political backing as well as the location of a management services units in a strategic resource-controlling arm of government.
8. In embarking on projects involving external technical/financial assistance, the recipient countries should ensure that the Memorandum of Understanding signed with the donors explicitly spell out the role of indigenous consultants in the execution of the project.
9. In pursuit of the objective of self-reliance as incorporated in the Lagos Plan of Action, the Final Act of Lagos and the recent African Priority Programme for Economic Recovery, AAPAM should enter into discussions with the ECA and the OAU with a view to bringing senior policy-makers and indigenous consultants together and mapping out the contributions of indigenous consultants to Africa's economic recovery and development efforts.
10. AAPAM should further liaise with African governments with a view to encouraging them to initiate or activate policies aimed at enhancing the status of management consulting in general, and of indigenous management consultants, in particular.
11. Pending the establishment of a regional body performing general, clearing-house functions in the area of management consultancy, AAPAM should coordinate arrangements pertaining to research, training publications, information and reference material on management

consulting and continue to promote training and exchange of experiences among indigenous African consultants. In this regard, a task force consisting of AAPAM representatives of governments and representatives of the Consulting Community should be set up to work on implementation of this recommendation.

12. Donor agencies selection criteria to be improved and their claim to improve the situation should be practical.

The Workshop was formally closed at 10.30 p.m. on 20 August 1987 by the Vice-President of AAPAM, Professor Kwame Adjei.

Appendix 1.

AFRICAN ASSOCIATION FOR PUBLIC
ADMINISTRATION AND MANAGEMENT

WORKSHOP FOR SENIOR LEVEL POLICY PERSONNEL ON
OPTIMAL UTILIZATION OF CONSULTANTS
Arusha, Tanzania 17 - 21 August, 1987

I. PARTICIPANTS

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3. Mr. Mike Durodolla - Director of Consultancy and
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II. RESOURCE PERSONS

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IV. SECRETARIAT

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Appendix 2.

AFRICAN ASSOCIATION FOR PUBLIC
ADMINISTRATION AND MANAGEMENT

WORKSHOP FOR SENIOR LEVEL POLICY PERSONNEL ON
OPTIMAL UTILIZATION OF CONSULTANTS

HOSTED BY

GOVERNMENT OF THE UNITED REPUBLIC OF
TANZANIA

P R O G R A M M E

ARUSHA, TANZANIA, 17 - 21 AUGUST, 1987

SUNDAY, 16 AUGUST, 1987:

- Arrival of participants
- Registration
- Meeting of Executive Committee, 5.30 p.m.

MONDAY, 17 AUGUST, 1987:

10.00 A.M.: Official Opening

- Introductory Remarks by Hosts
- Statement by AAPAM President
- Opening Speech by Mr. P. Rupia
Principal Secretary to the President,
Secretary to the Cabinet and Head of the
Civil Service, Government of the United
Republic of Tanzania.

11.00 A.M.: - Group Photograph

11.30 A.M.: - Refreshments

- 12.00 NOON - Introductory Remarks on Programme
- By Secretary-General
- Programme Consultant
- : Participants Introductions
- : Presentation of Programme and Adoption of Same.
- 1.00 P.M. : LUNCH
- 2.30 P.M. : 1st Session
- * Presentations on Management Consulting:
- Prof. Kwame Adjei
- Dr. James Nti
- Mr. Iddi Simba
- Representative of ICIPE, Lubjuana, Yugoslavia
- * Discussions on Presentations
- 7.30 P.M. * Cocktail Reception
- TUESDAY 18, 1987:
- 9.00 A.M. : 2nd Session
- * Presentations on the State of Management Consulting in Africa
- Mr. N. Mwaniki
- Mr. M. Terefe
- Prof. J. N. Dake
- 11:00 A.M. * Tea Break
- 11.30 A.M. * Discussion on State of Management Consulting
- 1.00 P.M. * Lunch Break
- 2.30 P.M. 3rd Session
- * Experience of Users of Management Consultants
- Mr. William Shellukindo
- Mr. Ndikwe
- Ms. Bare
- Mr. Bereng and others.
- 4.00 P.M. * Tea Break
- 4.30 P.M. * Discussions on View by Users.

WEDNESDAY, 19 AUGUST, 1987:

- 9.00 A.M. - 4th Session
- * Experience by Suppliers of Consultancy Services:
- Private Consultancy Groups:
- Prof. Mutiso
- Mr. Mutungi
- Mr. Obaso and others.
- 11.00 A.M. * Tea Break
- 11.30 A.M. * Discussions on Experience by Private
- Suppliers of Consulting Services.
- 1.00 P.M. * Lunch
- 2.30 P.M. * Free Afternoon
- * Optional Tour of Arusha National Park

THURSDAY, 20 AUGUST, 1987:

- 9.00 A.M. - 5th Session
- * Experience by Suppliers of Consultancy Services:
- Public Consulting Organizations
- * Mr. M. Dur dola
- * Dr. Mbise
- * Mr. Tibakweitira
- * Mr. Kimura
- * Mr. Kagwe.
- 11.00 A.M. - Tea Break
- 11-30 A.M. - Discussions on Experience by Public
- Consulting Groups
- 1.00 P.M. - Lunch
- 2.30 P.M. - Syndicate Discussions (Groups to be Communicated)
- 8.30 P.M. - Dinner by AAPAM

FRIDAY, 21 AUGUST, 1987:

- 8.30 A.M. - Final Session
- * Reports by Syndicate Groups and
 Discussions on Recommendations
- 10.30 A.M. - Tea Break
- 11.00 A.M. - Adoption of Reports
- 12.30 P.M. - Closing Ceremonies
- 1.00 P.M. - Lunch

SATURDAY, 22 AUGUST, 1987:

- * DEPARTURE
-

Appendix 3.

AFRICAN ASSOCIATION FOR PUBLIC ADMINISTRATION
AND MANAGEMENT (AAPAM)

WORKSHOP FOR SENIOR LEVEL POLICY PERSONNEL
ON OPTIMAL UTILIZATION OF MANAGEMENT CONSUL-
TANTS, ARUSHA, TANZANIA 17- 21 AUGUST, 1987.

Workshop Chairpersons and Rapporteurs

- 1st Session: 2.30 p.m. Monday 17 August 1987
Presentation on Management Consulting
Chairperson: Dr. Ibbo Mandaza
Rapporteur: Prof. G. Mutiso.
- 2nd Session: 9.00 a.m. Tuesday 18th August 1987
Presentations on the State of Management
Consulting in Africa
Chairperson: Mr. M. Aboud
Rapporteur: Mr. N. B. Durodolla
- 3rd Session: 2.30 p.m. Tuesday 18th August 1987
Experience of Users of Management Consultants
Chairperson: Ms. T. R. Bare
Rapporteur: Mr. G. Tibakweitira
- 4th Session: 9.00 a.m. Wednesday 19th August 1987
Experience by Suppliers of Consultancy
Services: Private Consultancy Groups
Chairperson: Dr. James Nti
Rapporteur: Mr. D. Kabyemera
- 5th Session: 9.00 a.m. Thursday 20th August 1987
Experience by Suppliers of Consultancy Services:
Public Consultanting Organizations
Chairperson: Mr. B. Mulokozi
Rapporteur: Mr. J. D. Kimura

Final Session: 8.30 a.m. Friday 21st August 1987

Reports by Syndicate Groups and Discussions
on Recommendations

Chairperson: Prof. K. Adjei

Rapporteur: Dr. Talala Mbise.

Appendix 4.

List of Presentation and Session Proceedings - (available
from the AAPAM Secretariat)

- A. Opening Speech by the Principal Secretary to the President,
Ambassador Paul M. Rupia
- B. Vote of Thanks by Dr. Ibbo Mandaza
- C. Statement by Vice-President of AAPAM
- D. Presentation of Management Consulting: Session 1
- E. The State of Management Consulting in Africa: Session 2
- F. Experiences of Users of Management Consultancy: Session 3
- G. Experiences by Suppliers of Consultancy Services - Public
Consultancy Groups: Session 4.

Appendix 5:

Papers Presented (available upon request from AAPAM Secretariat).

A. Papers by Resource Persons

- A.1 The Status of Management Consultancy in Africa - by Mesfin Terrefe
- A.2 The State of Management Consulting in Africa - by N. Mwaniki
- A.3 Management Consulting Process: Present Practices and How to Improve them - by Kwame Adjei
- A.4 Process of Drawing Up Terms of Reference: Present Practices and How the Situation Can be Improved - by James Nti
- A.5 Optimal Utilization of Consultants - What is, Why use, Who Uses Management Consultancy - by Iddi Simba
- A.6 Experiences in the Use of Management Consultants in Tanzania - by William Shellukindo and Samuel Mtali

B. Papers Presented by Participants at the Workshop

- B.1 The role of Consultants - by Maryse Roberts (Mrs.)
Department of Planning and External Relations, Seychelles
- B.2 The role of Consultants in Community Development and Women's Affairs in Zimbabwe - T. Bare, Permanent Secretary
Ministry of Community Development and Women's Affairs-Harare
- B.3 Issues in the Utilization of Consultants in Kenya's Public Sector - by P. M. Ndikwe, Management Services Division,
Directorate of Personnel Management, Nairobi
- B.4 Effective Utilization of Consultants, Lesotho's Experience - by Jules J. Letsie, Ministry of Public Service, Maseru
- B.5 Optimal Utilization of Consultants: Swaziland - by Sandile B. Ceko, Director of Management Services Division
- B.6 The Indigenous Consultant's Experience - by M. Mutungi
- B.7 ESAMI Consultancy Services: Past Experiences and Future Prospects - by Talala B. Mbise
- B.8 Consultancy at the Institute of Development Management (IDM) Mzumbe - by G. Tibakweitira
- B.9 Experience as a Supplier of Consultancy Services - by J. O. O. Akinyemi, Office of the Head of Civil Service, Lagos
- B.10 The Problems of a Beginning Indigenous Consultancy Firm: The Case of a Kenya Consultancy - by Managing Director, Profession Training Consultants, Nairobi
- B.11 Management Consulting: The Experiences of a Young Professional - by Dominico M. Kabyemera, Tanzania.
- B.12 Conceptual Approach to Training of Consultants by J. D. Kimura, Kenya Institute of Administration, Nairobi
- B.13 The Future of African Consulting - By Prof. G.C.M. Mutiso, Mutiso Consultants Ltd., Nairobi.

from water management and environmental policies, legislation and Governmental organizational structure.

(c) Specific tasks

- (i) Teamleader/Hydrologist. would be responsible for collating the study and coordinating the work of other team members and for all aspects of the assessment not assigned to the other team-members, in particular the hydrology of the well-field systems, including the hydrological balance of the study area.
- (ii) The Ecologist. would be responsible for the overall assessment of the project's impact on the ecology of the study area and for describing all aspects of the environment in the area and environmental changes to be expected; and assess and describe measures needed to protect the coastal environment and riverine ecology.
- (iii) The Resource Economist. will deal with all economical aspects relevant for the assessment, in particular assessing project impacts and any proposed environmental remedial measures in terms of environmental costs and benefits. The project's impact on tourism should be included.
- (iv) The Institution Specialist. will review relevant legislative and policy issues and assess whether these provide adequate environmental protection or identify measures for those purposes and the necessary changes, if required. Institutions affected or involved will be reviewed as to their capacity of supporting the environmental assessment's recommendations.

Data Sources

30. An initial list of reports to consult would be:

Feasibility study on water supply augmentation project of Mombasa Coastal area-hinterland. Final Report. Ministry of Water Development. 1981.

World Bank project documents on the Mombasa and Coastal region water supply.

National Water Master Plan. MOWD. 1990.

Environmental profiles and other data in the files of the National Environmental secretariat, Nairobi, Kenya.

Relevant reports in the Ministry of Water and in the National Water Conservation and Pipeline Corporation, Nairobi and Mombasa, Kenya

Reports in the library of the Kenya Wildlife Service. Nairobi.

Materials in libraries of United Nations Environment Programme (UNEP), The International Union for the Conservation of Nature (UCN), and Wildlife Conservation International, all in Nairobi.

Reports in the Ministry of Natural Resources and the Environment, and in the Ministry of Tourism, Nairobi.