

**6TH FORUM OF COMMONWEALTH  
HEADS OF AFRICAN PUBLIC SERVICE  
MAHÉ, SEYCHELLES  
13-15 JULY 2009**

**COMMUNIQUÉ**

The Commonwealth Heads of African Public Service Forum held its sixth Forum in Mahé, Seychelles under the theme “Managing and measuring performance in the public service in Commonwealth Africa” to:

- Create a common understanding of strategic performance management in the public service;
- Share experiences on the approaches being used to institutionalise strategic performance management in the public service, including the progress made, challenges faced and lessons learnt;
- Propose strategies for accelerating institutionalisation of performance management in the Public Service in Commonwealth Africa; and
- Reach agreement on the role that Heads of Public Service ought to play in institutionalising performance management in the public service.

The Heads of Public Service recognised that:

1. Performance management is central to the achievement of national development objectives;
2. Countries are at different levels of implementing public sector reforms including performance management systems;
3. Performance management systems should be on-going and adapted to individual country circumstances;
4. Strategic performance management takes time, resources and change management strategies; it requires the involvement of different stakeholders including politicians and citizens;
5. The public service commissions are strategic partners in ensuring the effectiveness of the public service;
6. Management Development Institutes (MDIs) have a critical role to play in developing capacity in the public service;
7. Effective knowledge management and information management are critical for the success of performance management

8. While there is some degree of compliance to performance management by way of signing performance contracts there is need to strengthen compliance for effective delivery of results.

The Heads of Public Service reaffirmed their role of in creating and institutionalising a results and performance-oriented Public Service and resolved to play a leadership role in:

- Developing a comprehensive and all embracing approach to strategic performance management across government;
- Ensuring that government policies are translated into action and in the implementation of performance management,
- Advising Heads of state and the political leadership at large on policy matters and winning their support and involvement in performance management;
- Exercising power and influence and establishing leadership in all centres of authority to promote strategic performance management;
- Combining leadership and tact to identify and address gaps that undermine effective performance of the public service;
- Ensuring integration of all public sector reform efforts;
- Ensuring alignment of the planning, budgeting, monitoring and evaluation systems and processes;
- Integrating and aligning key strategic objectives with operational measures;
- Building capacity and a disciplined workforce and through engaging the MDIs;
- Establishing a programme and setting targets through service standards, charters or compacts;
- Ensuring broader public participation through parliament, civil society and community consultation; and
- Ensuring effective strategies for attracting and retaining talent in the public service.

The Heads of Public Service reaffirmed the crucial importance of the forum and the need to continue meeting annually to dialogue and learn from their diverse experiences.

The Heads of Public Service agreed the theme for the next Forum to be **“Managing and integrating public sector reforms in an era of global economic crisis”**.

The Forum expressed its appreciation to the host country Seychelles and the Commonwealth Secretariat for organising the Forum, and thanked Cameroon for agreeing to host next year’s Forum.

**Mahe, Seychelles 15<sup>th</sup> July 2009**