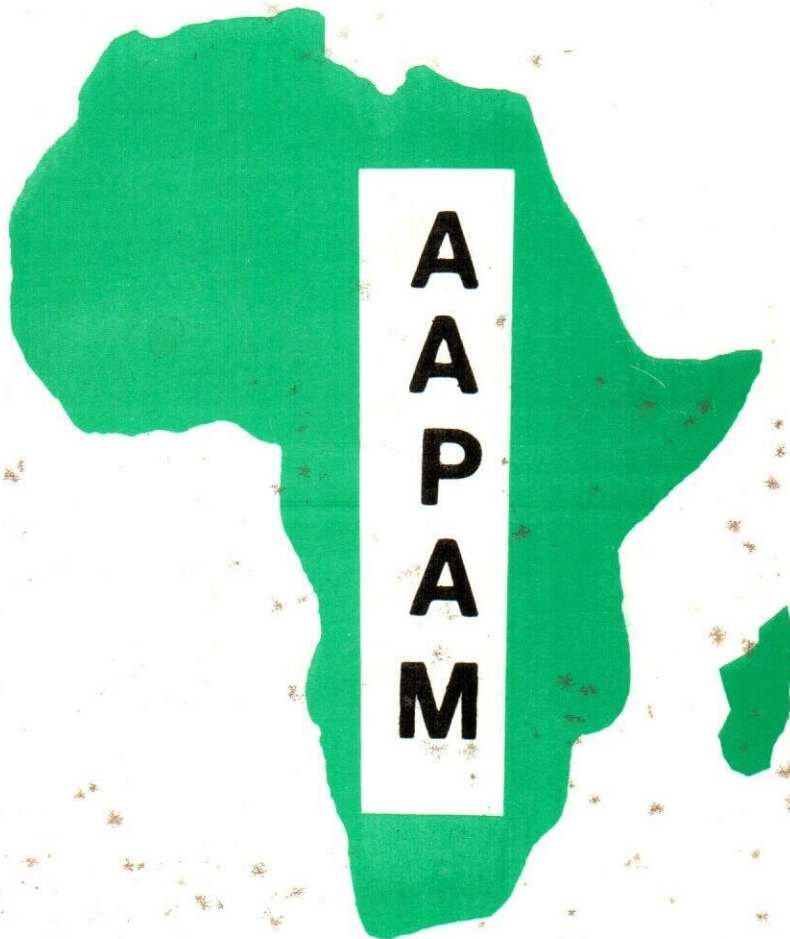


AAPAM NEWSLETTER No. 36

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**THE AFRICAN ASSOCIATION FOR PUBLIC
ADMINISTRATION AND MANAGEMENT.**

May - August 1992

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LETTER FROM THE PRESIDENT

In my last letter, that is over a year ago, I stated that the Executive Committee had approved a rich programme which included both catalytical and action oriented activities, all geared at tackling the innumerable indentifiable bottle-necks in African Public Administration and Management systems.

The year 1991 was one of much achievements. The achievements, of course would not have been possible if it were not for the cooperation we received from the members and the generous assistance our donors as well as collaborators gave us.

The Secretariat was relocated from Addis Ababa, Ethiopia to Nairobi, Kenya. Despite the inconveniences caused during the relocation time, I am glad to report that we were able to launch and conduct seminars and workshops in areas of Enhancing Policy Management Capacity in Africa, Environment and Sustainable Development, The Role of Local and Non-Governmental Organizations, Public Enterprises, Privatization and Entrepreneurship and Ethics and Accountability in African Public Services among others.

The only area where we virtually came to a standstill was the Newsletter production. We were unable to produce the Newsletters mainly because it took rather long to formalize the relocation of the Secretariat. But this having been done, I promise you a return to the constant publication and distribution of the Newsletter.

Having settled down in the new offices, it has become our central determination to undertake even more activities in future.

You will agree with me that the rapidly changing conditions in most African countries call for even greater efforts on our part, in order for us to contribute meaningfully towards the challenges of today. I accordingly appeal to all our members, the African Governments themselves and the donor Community to step-up your support and commitment to our activities.

The year 1992 is well advanced and a number of events have taken place. First of all, Professor Gelase Mutahaba was appointed Director for Administration in the Commonwealth Secretariat in London and took up the new appointment at the beginning of April 1992. This was indeed a great honour not only to Gelase but also to AAPAM. His place as Secretary-General has since been taken up by non other than Professor Ali D. Yahaya formerly the Director General of the Administrative

Staff College of Nigeria (ASCON). With Professor Yahaya in the saddle, AAPAM is poised to achieve even more in future. So far, three Seminars have been conducted this year. These are Senior Policy Seminar on Women in Top Management, Workshop on Institutional Path Policy Formulation and Seminar on Decentralization and Strengthening of Local Government in African Countries.

Before the end of the year, we are programmed to run three more Seminars on Electoral Administration in Africa, Women in Top Management and Public Enterprises, Privatization and Entrepreneurship. And the Annual Roundtable, which will this year be hosted by the Government of the United Republic of Tanzania; the theme will be Managing Science and Technology Policy in Africa.

In conclusion, I wish to point out that throughout last year and indeed this year, the Secretariat received very little news from the Local Chapters, Public Services in member countries as well as collaborating organizations. My appeal to you is that you should endeavor to provide the Secretariat with as much news as possible so they in turn can disseminate such news to the other members through this News letter. Exchanging of ideas and dissemination of information is one of AAPAM's key objectives but which can only be achieved through your full cooperation.

Additionally, I call upon all individual as well as cooperate members and various Local Chapters to be vigilant in the recruitment of new and more members. It is one of our aspirations to reach as many people and organizations who wish to join the Association.

Finally, the AAPAM 13th Annual Roundtable Conference took place in Mbabane, Swaziland, from 2nd - 6th December, 1991, The theme of the Roundtable was "Ethics and Accountability in Public Services in Africa". This was a very opportune theme in the context of the situation in to-day's African Public Services. Those who attended the Roundtable contributed to the deliberations most effectively and in my view the conference was a remarkable success.

Since this is the first issue of our Newsletter in 1992 and indeed since AAPAM's headquarters were relocated to Nairobi, I would like on behalf of the Executive Committee and on my own behalf wish all our members and collaborators the best of luck in your daily endeavors.

William N. Wamalwa
AAPAM PRESIDENT

AAPAM MOVES TO OWN NEW OFFICES

Having received the go ahead from the AAPAM Governing Organs, the Secretariat started to make the necessary arrangements to relocate its offices from Addis Ababa to Nairobi. Early in 1991, the Kenya Government through its Ministry of Foreign Affairs gave a provisional approval for AAPAM to be hosted in Kenya.

The much awaited relocation of AAPAM to its own premises finally took place in August, 1991, when the Secretariat moved from the space which for the past 14 years had been generously provided by the United Nations Economic Commission for Africa (ECA) in Addis Ababa, to its own building in Nairobi, Kenya. The building as seen in the picture carried in this issue of the Newsletter, is located in green surroundings on the outskirts of Nairobi, on one side boarded by a big coffee farm while on the other side borders UNEP world headquarters.

The relocation to the bigger premises consisting of seven offices, a conference room a library and stores, should now allow the Secretariat to effectively launch the desk-top publishing facility which has been on the books for two years now as

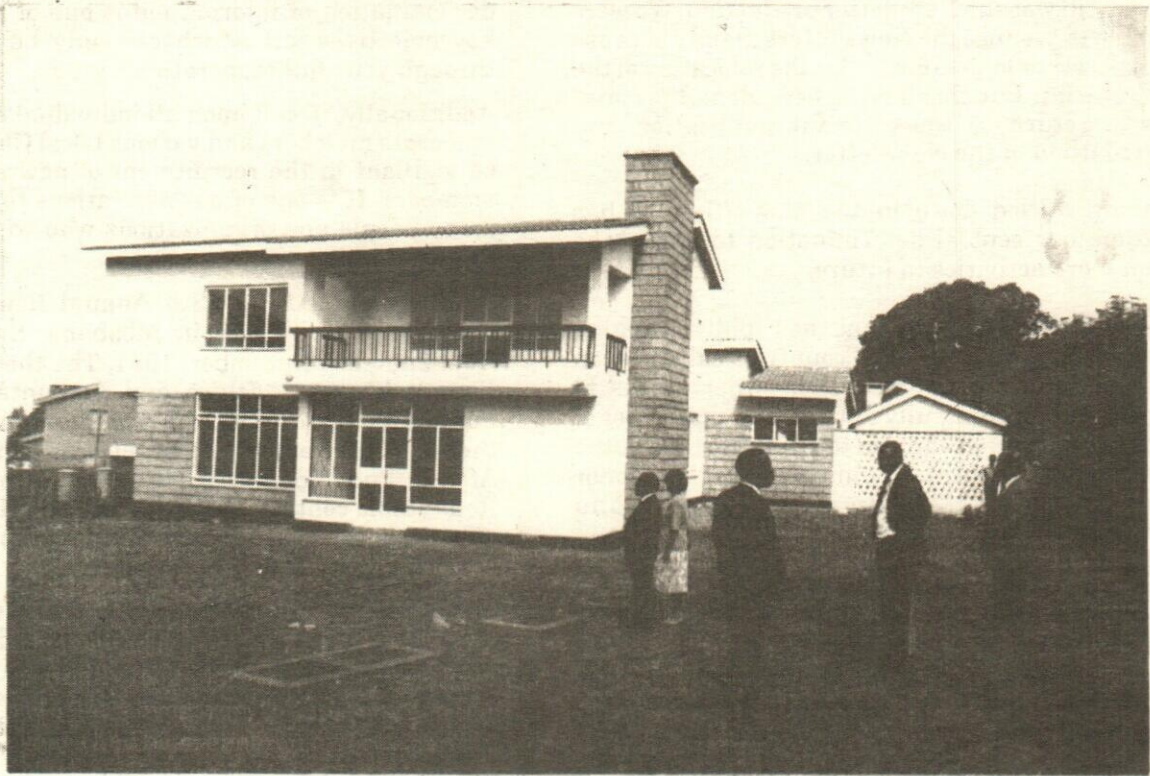
well as facilitate the launching of the Visiting-Fellow Programme.

The doors of these new offices are wide open to all members and collaborators and so you are welcome to visit the offices any time you are in Nairobi for whatsoever reason.

But what is even more important, AAPAM did sign on 2nd July, 1992 the Headquarters Agreement with the Ministry of Foreign Affairs and International Cooperation on behalf of the Government of the Republic of Kenya. Under the Agreement, AAPAM is now officially hosted in Kenya.

This is an extremely vital achievement because AAPAM had never concluded an Agreement with any African Government in the thirty years of its existence.

We thank the Kenya Government and all those who worked tirelessly to see the agreement concluded.



A view of AAPAM Headquarters in Nairobi, Kenya.

FAREWELL TO GELASE MUTAHABA

Professor Gelase Mutahaba, a former Professor of Public Administration in the University of Dar-es-Salaam, Tanzania, first joined AAPAM as a Consultant in June, 1986. On first January 1987, he was substantively appointed to the post of Secretariat-General to succeed Mr. Cornelius Dzakpasu. He held the post for a period of just over five years until 25th March 1992 when he left to take up his new appointment as Director for Administration in the Commonwealth Secretariat in London.

As the Secretary-General, Professor Mutahaba, commonly known to all his friends and admirers as Gelase, worked tirelessly to enhance the activities of AAPAM. He travelled extensively to solicit for funds for the Association. He ran many Seminars

and workshops, most of which resulted in publications that are now being used in various African Universities and Government training Institutions.

His appointment at the Commonwealth has denied AAPAM a most dedicated officer but on the other hand is an honor not only to Professor Mutahaba but to AAPAM as well. Those of us who have worked with Professor Mutahaba will miss him very dearly but at the same time we are happy for his new appointment. The Executive Committee, the Secretariat and Members of AAPAM all, with one accord, wish Professor Mutahaba and his family Gods blessings in their post and life in London.

WELCOME PROFESSOR ALI D. YAHAYA

Following the departure of Professor Mutahaba, Professor Ali D. Yahaya has been appointed as the new Secretary-General of AAPAM. Until this appointment Professor Yahaya was the Director-General of (ASCON), the Administrative Staff College of Nigeria, a post he has held since August 1987.

Professor Yahaya was born in Kano, Nigeria. He went to a number of schools in Nigeria and in the United Kingdom. He took his first degree and Ph. D from the Ahmadu Bello University Zaria. He obtained 'a' M.A. (Econ) degree from the University of Manchester. Professor Ali D. Yahaya was professor of Political Science and Dean, Faculty of Arts and Social Sciences, Ahmadu Bello University, before taking up appointment as Director-General,

Administrative Staff College of Nigeria (ASCON). He is a well known and highly respected scholar, Academician, and Administrator throughout Africa. He is the current President of West African Management Development Institutes Network (WAMDEVIN).

AAPAM must count itself very lucky to secure the services of such a learned and experienced son of Africa. We are confident that with Professor Yahaya AAPAM is bound to achieve even more than it has done ever before.

We all wish him the best of luck and are prepared to give him every support that he will require.

Welcome Professor Ali D. Yahaya.

HIGHLIGHTS FROM AAPAM'S 1991 SEMINARS

The end of 1989 marked the end of AAPAM'S 1987 - 89 tri annual Programme. Accordingly AAPAM'S Governing Organs met in Mahe, Seychelles, towards the end of that year, and among other things, approved a three year programme, 1991 - 1993. The three year Programme focuses on Senior Policy Seminars and Workshops, Research Programme, Teaching Materials production and publications. The following activities were implemented in the first year, that is 1991:

1. **Workshop on Capacity Building, Policy Change and Sustainability.**

The Workshop which took place in Arusha, Tanzania, from 3 - 6 June, 1991, was jointly organised by the International Institute of Administrative Sciences (IIAS) and AAPAM. The workshop was attended by participants from Africa, Europe and America. The deliberations and recommendations will be published in a book by 1993. It is also worth

noting that the outputs of the Arusha meeting became inputs into the IIAS Roundtable Congress which took place in Tuluca, Mexico, the same year.

2. Senior Policy Seminar on Environment and Sustainable Development

The seminar which took place in Mombasa, Kenya, from 10 - 13 June, 1991, was organised by AAPAM and hosted by the National Environmental Secretariat in the Ministry of Environment and Natural Resources. The Workshop was attended by Senior Government Officials from seven African countries who are involved in making and implementing policy decisions with environmental implications. The results of the deliberations and conclusions of the seminar has since been compiled and is now available.

3. Senior Policy Seminar on Local and Non-Government Organizations in Africa.

The Senior Policy Seminar which was held in Lilongwe, Malawi from 14 - 18 October, 1991, in enhancing the role of local and non-governmental organizations in Africa was organized by AAPAM and was attended by Senior level administrators involved in decision making on issues related to institutional building, senior academicians, professionals in local and non-governmental organizations. The report on the seminar is now in its final stages of editing and will soon be available.

4. Senior Policy Seminar on Enhancing Policy Management Capacity in Africa.

The Seminar which was held in Mombasa,

from 24 - 27 October, 1991, was organised jointly by AAPAM and the Commonwealth Secretariat (CFTC). It was actually a follow-up of the Report of the High-Level Working group Meeting held in Mahe, Seychelles on 24 - 27 September, 1990. The participants were mostly at Principal/Permanent Secretaries level from most English speaking African Countries. The report is currently under preparations and will soon be made available.

5. Senior Policy Seminar on Ethics and Accountability in Public Services in Africa.

Venue: Arusha, Tanzania

Date: 28th October - 1st November, 1991

The Seminar which took place in Arusha from 28th Oct. 1st November, 1991, was sponsored by AAPAM and the UNECA. The number of participants was less than expected but all the resource persons were present. The conclusions of the seminar are currently being edited and will soon be published. It is also vital to note that some of the papers used at this seminar formed part of the discussion papers at the 13th AAPAM Roundtable.

6. Senior Policy Seminar on Capacity Building for Francophone Africa.

The Seminar, held in Dakar, from 4 - 8th November, 1991, was arranged and coordinated by AAPAM and IIAS. This was the first seminar to be organised specifically for the Francophone African Countries.



Official Opening of the Dakar, Seminar, Seated 3rd from left is the Minister for Public Service Improvement of Senegal, Mr. M. Diop.

Apart from the six Seminars, AAPAM also organised in August, 1991 in Nairobi, two Research Workshops on Public Enterprises, Privatization and Entrepreneurship and the other one on Women in Top Management in Africa.

SWAZILAND HOSTS AAPAM'S ROUNDTABLE ON ETHICS AND ACCOUNTABILITY IN AFRICAN PUBLIC SERVICES.

As was expected, The Thirteenth Roundtable Conference was held at the Royal Swazi Convention Centre, Ezulwini, Mbabane in Swaziland from December 2 - 6, 1991. The Conference was officially opened by Hon. Acting Prime Minister of the Government of the Royal Kingdom of Swaziland Hon. Senator B.S. Dlamini. This was a very well attended conference attracting over 100 participants representing 21 African countries as well as representatives of a number of international organizations and Non-

Governmental Organizations. While a lot of time was spent discussing different aspects of the theme and considerable debate ensued, it is worthwhile to note that at the end, the delegates ended with one voice and issued an equivocal communique calling upon Africa and her well wishers to take serious steps to enhance accountability and improve ethical behaviour. We carry the text of the communique below:

COMMUNIQUE OF THE 13TH ROUNDTABLE OF THE AFRICAN ASSOCIATION FOR PUBLIC ADMINISTRATION AND MANAGEMENT HELD AT EZULWINI, SWAZILAND 2 - 6 DECEMBER, 1991.

- 1.1 We, the participants at the 13th Roundtable of the African Association for Public Administration and Management hosted by the Government of the Royal Kingdom of Swaziland and attended by Heads of Civil Services, senior African public servants, researchers and representatives of international organizations and the diplomatic community, resident in Swaziland, having been meeting from 2nd to 6th December 1991 on the theme: **Ethics and Accountability in African Public Services**, make a number of observations, conclusions and recommendations which are contained in this document.
- 1.2 Besides providing an opportunity to fraternize among academics and practitioners of public administration on the continent, the roundtable attempted, among other things, to:
 - 1.2.1 Review the state of public service ethics in Africa, identify the factors inhibiting ethical performance in the public service and recommend innovative ways of dealing with them;
 - 1.2.2 Examine the impact of ethics and values on Africa's recovery and development;
 - 1.2.3 Identify cultural norms supportive of corrupt behavior and chart out mechanisms for dealing with them as well as identify the positive aspects of culture that can be tapped for strengthening ethical values; and
 - 1.2.4 Examine cases of successful efforts at the eradication of corruption and draw lessons from them.
2. **Observations**
After an exhaustive discussion of technical and country case studies presentations on the subject in plenary and syndicate groups the following observations were made:
 - 2.1.1 Codes of conduct in Africa were, generally speaking, inherited from the colonial civil service. However, some countries have enacted new codes of conduct after independence. Professional bodies such as nurses, doctors, lawyers etc also have their ethical codes of conduct while various organizations within the public service equally have rules, regulations and standing orders which apply to their officials. There are, in addition, general codes of ethics which apply to all public officials including political office holders and are reflected in national constitutions or statutes.

2.1.2 The constraints on the implementation of these ethical codes in Africa include: the unrealistic nature of the codes themselves, lack of political will, the general instability of governments, the failure to harmonize divergent value systems in society, want of exemplary behavior on the part of the political leadership, the wide-spread unethical and uncountable behaviour among public servants and the ignorance of members of the public regarding their rights as to what they should expect from the public service.

2.1.3 The low salaries paid to public servants in many African countries, a situation compounded by the economic crisis that has further aggravated the ethical problem.

2.1.4 A wide range of institutions of accountability exist in Africa. These include, legislative, judicial administrative, social/political and financial/economic institutions. These institutions have, however not been particularly effective, and in some cases (e.g. independent or non-government media or electoral bodies) have not functioned at all.

2.1.5 Factors that make for the poor performance of the institutions of accountability include: absence of a democratic culture, lack of political will, inadequate human, material and financial resources, ignorance by the public, lack of the necessary resources to protect their autonomy.

2.1.6 Education and training programs in different countries of Africa give inadequate attention to matters related to ethics and accountability in public affairs. Whatever little there is, by way of teaching ethics, tends, in most cases, to be directed at bolstering the existing political structure rather than towards developing objective civic responsibility.

2.1.7 A number of initiatives are being taken at national and international levels to

address the issue of ethics and accountability. It is recognized that compensation levels have an impact on the size and cost of the public service which in turn impact on public service performance, ethics and accountability. This point was highlighted at the interregional seminar on "Size, Cost and Effectiveness of the civil Services" held in Accra, Ghana from 4th - 11th October 1991.

2.1.8 A number of cultural values (such as special favours for members of one's group) operate in such a way as to undermine the effectiveness of the public service. Unfortunately, training institutions hardly pay attention to how such values can be contained or dealt with by public officials. They simply ignore them.

2.1.9 Institutions for promoting ethics and accountability in many African countries do not perform effectively nor do they support the few individual members within and outside the public services who may try to improve the situation.

3. Recommendations

The above observations led to the adoption of the following recommendations.

3.1 Codes of conduct for African public services should be made widely available and accessible to facilitate easy reference.

3.2 Public servants should be fully involved in the formulation of the codes of conduct affecting them. In addition, ethical standards should be well articulated and implemented. In particular, Civil Service Associations should be given an opportunity to fully participate in the formulation of such ethical codes.

3.3 Codes of conduct should be given prominence in induction courses for new public officers.

3.4 The work environment and conditions of service should be improved, including

- availing relevant and essential tools as well as fair and adequate compensation.
- 3.5 AAPAM should collaborate with the relevant international organizations such as the UNDP and UNDTCD to take up the initiative on **"Size, Cost and Effectiveness of the Civil service"** as part of its work-plan and programs since this might help to address the perplexing problem of low compensation levels in many African public services.
 - 3.6 Both public at large and the leaders in all sections of the society should be exposed to education and training on ethics and accountability. To this end, civic education should be introduced and made compulsory in all schools at all levels to provide a base for inculcating ethical behaviour and accountability. Appropriate curriculum, and research by training/educational institutions should also be developed.
 - 3.7 Outdated traditional values should be modified through education and training to ensure that they complement rather than undermine the observance of ethics and accountability in public affairs. Positive cultural traditions and values should be encouraged and inculcated right from the family unit, with parents playing a crucial role.
 - 3.8 Freedom of expression and the existence of independent and responsible media institutions should be encouraged so that they can help to inform the public and expose unethical behaviour and strengthen accountability. Public opinion should be recognized and respected in all African countries.
 - 3.9 Existing relevant social and public service institutions/associations should be identified and utilised in the effort to raise awareness on ethics and accountability.
 - 3.10 African regional organizations such as
 - 3.11 AAPAM should assist African countries to draw up relevant training programs on ethics and accountability and also develop and facilitate the exchange information on these subjects.
 - 3.11 AAPAM should continue to promote discussions on ethics and accountability at the continental level while National Chapters should produce regular progress reports on their activities.
 - 3.12 Suitable standards should be set for Members of Parliament which should include minimum educational and ethical qualifications besides experience, in order to legitimise the legislature in Africa.
 - 3.13 Legislature assemblies should have their own staff separate from those provided by the Executive and in particular, they should have at their service professional officers to facilitate their work and ensure their effectiveness.
 - 3.14 Top public officials holding constitutional offices should be confirmed by the legislature to ensure the maintenance of high ethical standards and accountability.
 - 3.15 The legislature should be free to debate issues thoroughly and openly and be accessible to pressure and lobby groups.
 - 3.16 Adequate resources, including properly trained professional personnel should be allocated to the various internal and external accountability institutions to ensure their effectiveness in promoting sound economic and financial management. In particular, Audit departments should be strengthened and their independence ensured in order to ascertain high standards of accountability and transparency. There should be measures to ensure of accountability and transparency. There should be measures to ensure follow-up action on audit reports and progress reports must be submitted to the legislature periodically.

- 3.17 African countries should create or strengthen watchdog institutions aimed at checking unethical behaviour of public officials. These would include institutions such as independent judiciary, Ombudsman/Public Complaints Bureaus, Civil Service Commissions, Tribunals, grass-root defence committee and code of conduct bureaus.
- 3.18 Political interference should be minimised and professionalism encouraged in the management of public service agencies.
- 3.19 Every effort should be made to decentralise the structures and operations of government in Africa both vertically and horizontally to this end, efforts should be made to clearly specify and enforce the boundaries of the powers of all office holders and the various institutions of governance. In addition, independent electoral institutions should be established or strengthened in all African countries.
- 3.20 As a means of overcoming violation of ethical codes, resulting from economic stress, low levels of education on the part of the populace and ineffectiveness of ethical codes of conduct enforcing agencies, it is recommended that:
- i) African countries should do all that is in their power to promote democracy and democratic institutions;
 - ii) Levels of education and literacy should be improved;
 - iii) Code of conduct enforcing should be allowed to operate with demonstrable independence and effectiveness.
- 3.21 As it has been observed that some of the ethical codes for African public services have been overtaken by time and events, AAPAM should encourage African countries to review and update their ethical codes where they exist or to adopt its recommended code of ethics where none exist.
- 3.22 Every effort should be made to give the deliberations and recommendations of this roundtable the widest publicity. In particular, all African governments and relevant international organizations such as the Organisation of African Unity and the United Nations Economic Commission for Africa should be formally notified.

4. Commendation

Finally, participants commended AAPAM for focussing on this topical, timely and important theme for last year's roundtable. They also appreciated the hospitality of the Government and People of the Royal Kingdom of Swaziland.

A RICH SEMINAR AND WORKSHOP PROGRAMME FOR 1992

At the end of 1991, AAPAM governing organs approved a rich programme of Seminars and Workshops to be implemented this year. Some of the Seminars will be the culmination of research work that has been going on during the previous years, i.e. researchers will be availed opportunity to present their findings to other researchers and senior public policy personnel from all over Africa.

As in the past, the Seminars will be by invitation only, although AAPAM members may write to the Secretariat to request for consideration. The major AAPAM activities in 1992 will include the following:

1. AAPAM Roundtable 1992:

On the basis of consultations among various individuals and corporate members we are proposing the following theme for consideration by the Executive Committee:*

Managing Science and Technology Policy in Africa:

The Executive Committee is also requested to decide on the venue. Tanzania has requested to be considered on the grounds that the 1992 roundtable would be coinciding with the 30th AAPAM anniversary. AAPAM

was born in Dar es Salaam in 1962.

- * The Executive Committee met on 26th March 1992 and approved. Tanzania Government has also agreed to host the conference

2. Publications:

- 2.1 - Three AAPAM Newsletter.
- 2.2 - Publish the 1989 and 1991 reports.
- 2.3 - Strengthen distribution channels.
- 2.4 - Ensure AJPAM takes off.*

- * 1st Issue came out in June 1992.

3. Research Programme:

- 3.1 - Researchers to continue research.
 - Monitor their work.
 - Organize Senior Policy Workshops at which research findings will be presented.
 - Start editing the research reports.

3.2 Research Programme on Local and Non-governmental Organizations

- Funding mobilization
- Research to take off in four countries.

3.3 Research Programme on Ethics and Accountability in Public Services.

- Convene researchers meeting
- Launch research in three countries.

3.4 Research Project on Women in Top Management

- Research to take place in five countries.
- Monitor progress.

4. Seminar and Workshops:

4.1. Senior Policy Seminar on Women in Top Management in Africa.

Venue: Banjul, The Gambia

Dates: February, 3 - 6, 1992.*

Participants: Top Government Officials responsible for Career Advancement in Public

Services in Africa; Women who have attained top policy positions in Government;
: Top Executive of Ministries responsible for Women in Development.

- * Has already taken place

4.2. Workshop of Institutional Path of Policy Formulation: Cost sharing in Education.

Venue: Kampala

Dates: 13 - 16 May 1992*

- * Has already taken place

4.3. Senior Policy Seminar on Strengthening the Capacity Aspects of Environment Management in Africa.

Venue: Badagry, Lagos State, Nigeria.

Dates: April, 27 - 29, 1992*

Participants: Policy level people in coordinating Departments in Government and Chief Executives of Environmental Management Agencies.

- * Postponed to February 1993.

4.4. Senior Policy Seminar on Innovations in Policy Analysis

Venue: Harare, Zimbabwe

Dates: June 15 - 19, 1992*

Participants: Permanent Secretary level and personnel from a number of African Countries.

- Postponed to 1993.

4.5. Senior Policy Seminar on Cultural Aspects of Labour Management in Africa.

Venue: Harare, Zimbabwe.

Dates: July 15 - 19, 1992*

Participants: Trade Unionists, Labour Officials; Employer's Organizations.

- * Postponed to early next year.

4.6. **Senior Policy Seminar on Strengthening the Capacity of Non-Governmental Organizations.**

Venue: Arusha
Dates: July 20 - 24, 1992*

* Postponed until early next year.

4.7. **Senior Policy Seminar on Decentralization/Local Government in Africa.**

Venue: Banjul, The Gambia
Dates: 27 - 31 July 1992*

* Seminar took place as scheduled and in our view was a real success.

4.8. **Senior Policy Seminar on Strengthening Electoral Administration in Africa.**

Venues: Accra, Ghana
Dates: * Postponed until early next year.

4.9. **Senior Policy Seminar on Women Top Management in Africa.**

Venue: Nairobi, Kenya.
Dates: October 19 - 23, 1992.

4.10. **Senior Policy Seminar on Entrepreneurship Development in Africa.**

Venue: Gaborone, Botswana
Dates: * Postponed until early next year.

Participants: Researchers on AAPAM Entrepreneurship Research Project and Senior Policy Personnel responsible for Entrepreneurship development.

AAPAM'S RESEARCH PROGRAMME

1. **The Institutional Path of Policy Formulation: A comparative Study of the Policy Process and its Institutional Infrastructure in A Selected Policy Area.**

In August 1990, ECDPM and AAPAM initiated the above named research project whose Policy Areas is Primary Education and the Selected Policy Issue is the Cost Sharing designed to meet some of the costs of Primary Education from sources other than Central Government funds (including loans and grants). Three Developing countries namely; Ghana, Tanzania and Uganda (University Education) were selected for the research. And in each case the research was carried out by one local researcher and one external researcher.

So far the country workshops to discuss the Preliminary Reports were held in Ghana and Tanzania last year and Uganda this year. The final report is expected any time now.

2. **Public Enterprises, Privatization and Entrepreneurship Development in Africa.**

The purpose of the research is to examine major factors, before and after independence, which have hindered the development of the indigenous entrepreneurship. Country coordinators are already in place and in fact held their initial meeting in Nairobi on 7 - 11 August, 1991. Researchers have been commissioned and work is proceeding in the selected countries, that is, Uganda, Kenya, Botswana, Tanzania, Nigeria, Ghana and Lesotho. The outputs of this research are expected to be used during the Seminar scheduled for Gaborone, late in the year.

3. **Research Project on Women in Top Management in Africa.**

The Umbrella research proposal was completed last year, after which an initial workshop for researchers was held in Nairobi at the end of August. Since then researchers in six countries, that is, Lesotho, Tanzania,

Uganda, Kenya, Nigeria and Sierra Leone were commissioned. The outcome of the research will be tabled at the next senior policy seminar on Women in Top Management scheduled for October this year in Nairobi. This will be a follow-up of an earlier seminar which was held in Banjul, the Gambia, early this year.

4. Research Programme on Decentralization/Local Government and Non-Governmental Organizations

The umbrella proposal is under consideration while funding is being

negotiated. So the actual research activities will wait until the availability of funds has been secured.

5. Research Programme on Ethics and Accountability in Public Services.

Preparation of umbrella research proposal is taking shape. AAPAM/UNECA meeting was held in Arusha on 28th October - 1st November 1991. Where it was agreed that a research proposal be prepared, and funds be solicited for before launching the research itself.

THE AAPAM 14TH ROUNDTABLE CONFERENCE

On the basis of consultations among various individuals and corporate members the following theme was proposed to and approved by the Executive Committee:

Managing Science and Technology Policy in Africa."

The Executive Committee was also requested to decide on the venue in view of the fact that Tanzania has requested to be considered on the grounds that the 1992 roundtable would be coinciding with the 30th AAPAM Anniversary. The precursor to AAPAM was born in Dar es Salaam in 1962.

Formal request was submitted to the Government of the United Republic of Tanzania in March and the Government has since agreed to host the

conference in Arusha from 31 November - 5 December 1992. Arrangements for the Roundtable are proceeding well and are on schedule.

We look forward to see you at the Roundtable.

AAPAM's PUBLICATION PROGRAMME

In the January - April Newsletter 1991 we informed our readers that four years ago and with the generous contribution from our donors, we were continuing the publications of books arising out conference proceedings as well as research results and also by commissioning the writing of books in specific subject matter to fill the existing gap in literature.

NEW PUBLICATIONS

This year, two books have been published and can now be obtained from Bookshops or AAPAM Secretariat. These are:

1. Enhancing Policy Management Capacity in Africa

Editors

Gelase Mutahaba

M. Jide Balagun

April 1992.

This volume is targeted at improving the quality of institutions managing national policies in Africa. From the insight of Africa's leading thinkers on the subject, public administrators will find new energy and incentives to be pro-active decision makers, to confront Africa's burning development management issues, and to work toward African self-reliance.

Mutahaba and Balagun give a clear and honest overview of Africa's development management problems and outline what needs to be done to confront the issues at hand. Readers will want to consider the management issues the editors raise: the need for cooperation among public institutions to formulate policies; the importance of analytical capabilities at the commanding heights of government; the role of foreign aid in building local capacity for policy analysis, and the role of regional management training institutes.

2. Vitalizing African Public Administration for Recovery and Development

Gelase Mutahaba

Rweikiza Baguma
Mohamed Halfani
United Nations
 April 1992

The African economic crisis is fueled largely by its public institutions which themselves are in a crisis - often too busy "putting out fires" to create long-term institutional development strategies. Based on a United Nations study, this book is the first step toward vitalizing and injecting new energy into those institutions, resulting in sustainable policies and stronger structures.

Leading you to the root causes of Africa's public administration system crisis, the authors review Africa's colonial and post-independence periods and describe the current state of affairs. The authors clarify the complexity of the crisis, describe the appropriateness of current institutional systems, and uncover the multidimensional nature of the measures required to solve it.

Readers will use this as a tool not only to identify weaknesses and inadequacies of administrative systems, but to propose possible courses of action, including the possibilities for external assistance.

AAPAM ESTABLISHES A JOURNAL

The African Journal of Public Administration and Management.

In furtherance of its objectives of enhancing the knowledge and improving the practice of public administration and management in Africa, the African Association for Public Administration and Management (AAPAM) decided to establish a journal serving as a vehicle for propagating

innovative ideas among scholars and practitioners.

The journal (AJPAM) is a bi-annual publication. It appears in May and November each year. The first issue came out in June this year and is now available for sale at a nominal price of US\$ 3.25 for members and US\$3.50 for non-members. This price does not include postage charges.

CONTRIBUTIONS AND SUBSCRIPTIONS

Manuscripts focussing on problems of public/development administration in Africa are invited from all parts of the world. Contributions which are based on experiences outside Africa but providing useful comparative lessons are also welcome.

Preference will be given to empirically based works or to articles suggesting new insights and innovative ideas in African administration.

Contributors are advised to submit their manuscripts in duplicate. The typing must be double-spaced, and the length should not exceed 4,000 words. Footnotes should be numbered serially and typed together at the end of each article.

The views expressed in each article are those of the author (s). Neither AJPAM nor AAPAM should be held liable for any residual errors.

We should be most graceful if you would bring the contents of this letter to the attention of your colleagues and other individuals in contributing short articles in the area indicated above.

A subscription form is also enclosed. Please complete it and return to AAPAM with the subscription fees.

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