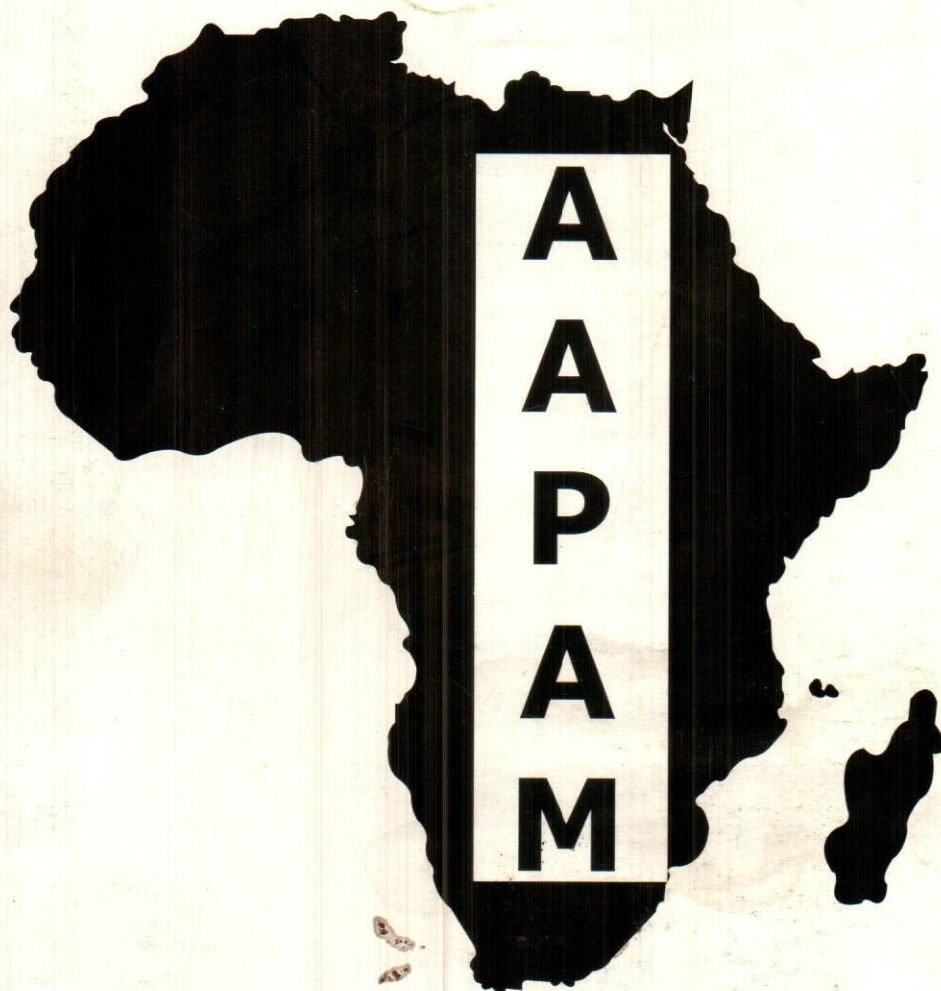


AAPAM Newsletter

The African Association for Public Administration and Management

Newsletter Number 65

January – April 2006



To none will we deny service
To none will we delay service
To none will we pervert service

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The AAPAM Newsletter is published tri-annually in English. It deals with topical issues on public administration and management in Africa and communicates news and events about AAPAM to its members. The Newsletter is published with the financial support of the Canadian International Development Agency (CIDA), received through the Institute of Public Administration of Canada (IPAC)

EXECUTIVE COMMITTEE

- | | |
|---|--|
| 1. President, | <i>Mr John Mitala</i> , Head of Public Service and Secretary to Cabinet, Government of Uganda. |
| 2. Deputy President, | <i>Mr Tlohang Sekhamane</i> , Government Secretary
and Head of Civil Service, Secretary to Cabinet, Government of the Kingdom of Lesotho. |
| 3. Vice-President, West Africa | <i>Dr (Mrs) M. L. Hamza</i> , Permanent Secretary, Manpower Development Office, The Presidency, Government of the Federal Republic of Nigeria. |
| 4. Vice-President, East Africa | <i>Mr Simon P. Njau</i> , Permanent Secretary and Director, Directorate of Personnel Management, Office of the President, Government of Kenya. |
| 5. Vice-President, Central Africa | <i>Mr Ngambo Fondjo Pierre Vincent</i> , Charge de Mission, Presidence De la Republique, Government of Cameroun. |
| 6. Vice-President, Southern Africa | <i>Mr Oliver Mubita Kalabo</i> , Permanent Secretary, Cabinet Office, Government of Zambia |
| 7. Vice-President, North Africa | Vacant |
| 8. Secretary General, | <i>Dr Yolamu R. Barongo</i> , AAPAM Secretariat |

PATRON

Hon Dr (Mrs) Pontso M. Sekatle, Minister of Local Government, Government of the Kingdom of Lesotho

AAPAM COUNCIL

1. All Executive Committee Members
2. **Representatives of Corporate Members being:**
 - (i) The Bank of Uganda
 - (ii) National Institute of Public Administration (NIPA), Zambia
 - (iii) Ghana Institute of Management and Public Administration (GIMPA)
 - (iv) Kenya Institute of Public Administration
 - (v) Mzumbe University, Morogoro, Tanzania
3. **Representatives of Individual Members being:**
 - (i) *Mr Joseph O. Dada*, Administrative Staff College of Nigeria
 - (ii) *Ms Njoki Kahiga*, Directorate of Personnel Management, Office of the President, Kenya
 - (iii) *Mrs Thecla W. Shangali*, Public Service Commission, Tanzania
 - (iv) *Director M. L. Wahab*, South African Police Service, Pretoria, South Africa
 - (v) *Mr Sandile B. Ceko*, Secretary to Cabinet and Head of Public Service, Swaziland
 - (vi) *Editor and Chairman* of Editorial Board, African Journal of Public Administration and Management (AJPAM)
4. **All Chairpersons of National Chapters**

Those elected are to serve in office for three years from December 2006.

WHAT IS AAPAM

The African Association for Public Administration and Management (AAPAM) is an International Professional Organisation that promotes

best practice, excellence and professionalism in Public Administration and Management in Africa through Research, Publications, Training Seminars Conferences and Awards.

WHO ARE MEMBERS OF AAPAM

- High Level Public Policy Decision Makers, both appointed or elected.
- Top Administrators in the Public Service of African Governments.
- Top Managers in both Public and Private Sectors.
- Management Consultants.
- Public Policy Management Institutions/Organisations.
- Management Development Institutes (MDIs)
- Business Schools/Institutes and University Faculties teaching disciplines of Business, Administration and Management.
- Civil Society Organisations interested in promoting or monitoring Public Sector Performance Management.
- Representatives of International Organisations and the Donor Community having interest in development issues in Africa.

WHAT ARE THE BENEFITS FOR MEMBERS

AAPAM membership consists of three categories:-

- African Governments who pay subventions or grants to AAPAM.
- Corporate Member, being an Institution, Organisation, Association or Group sharing more or less similar

interests as those pursued by AAPAM.

- Individual Member interested in the activities of AAPAM.

All paid up members receive the following services and products:-

- Free copies of AAPAM Publications, i.e a Journal published biannually and a Newsletter published quarterly.
- Attendance of Conferences organised by the Association at discounted rates of registration fees.
- Copies of a Report of the Annual Roundtable Conference.
- Facilitation of exchange programmes to enable Individuals or Groups of Top Public Officials and Managers to visit other countries in Africa to share learning experiences.
- Involvement, in accordance with required expertise, in the Association's consultancy activities.

If you are interested in joining AAPAM please see the membership application form and information about the structure of subscription on page 12 and 15 of this newsletter.

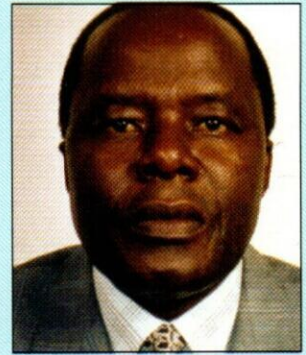
ACKNOWLEDGEMENT

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LETTER FROM THE PRESIDENT

Dear Members,

Once again, I take this opportunity to send you warm greetings. I congratulate you upon having gone through the year 2005 and I wish you God's blessings for a prosperous New Year (2006).



J. Mitala

Last year, our Association went through a successful period of renewal and growth. We expect to consolidate this trend during this year. A major event that took place during the past year was the holding of the 27th Roundtable Conference in Livingstone, Zambia. This Conference was hosted by the Government of the Republic of Zambia and was held over a period of 5 days from 5th to 9th December 2005. The Conference witnessed two developments that were indicative of the increasing strengthening and growth of the Organization. Firstly, the Livingstone Roundtable recorded the highest number of delegates that have ever attended an AAPAM annual conference in that 245 delegates from all over Africa were in attendance. Representatives of our development partners from the Canadian International Development Agency / Institute of Public Administration of Canada, the Commonwealth Secretariat and the United Nations Department of Economic and Social Affairs (UNDESA) also graced the conference.

Secondly, during the Conference, AAPAM unveiled and launched its Awards Programme which your Executive Committee had started developing since 2004. The programme, the contents of which are published in this Newsletter, represents yet another vital tool by which AAPAM seeks to achieve its goals and objectives of promoting best practice, excellence, innovation and professionalism in African Public Administration and Management. It is hoped that at our next annual Roundtable Conference one or two of the Awards will be given out.

Furthermore, the Livingstone Roundtable witnessed another important event in the continuing institutionalization and strengthening of the Association. The General Assembly that convenes once every three years met and, among other things, held elections to the membership of two important organs of AAPAM, namely, the **Executive Committee** and the **Council**. The elected office bearers for the two organs appear in this Newsletter.

Looking ahead, a Work Plan for 2006 has been approved and put in place by the Executive Committee. During the year, the Committee intends to intensify the recruitment and mobilization of more membership, revitalizing and strengthening of the national chapters, seeking and increasing the support of African governments and that of the development partners. A number of high

LETTER FROM THE PRESIDENT

level seminars and workshops are also planned to be held during the year. The year will end by the holding of the 28th Roundtable Conference which will be hosted by the Government of the United Republic of Tanzania in Arusha from 4th to 8th of December, 2006. I call upon members to take note of this conference and plan well in advance to attend it in big numbers.

Finally, I wish to appreciate the increasing support that Members, both Corporate and Individual, have given AAPAM over the years. As I have always stated, the strength of any Association lies in its membership and AAPAM does, indeed, cherish your membership and support. Our governments have been very supportive in providing AAPAM with annual subventions. We believe that this support will continue and increase. We call upon those governments that have not yet provided the much required support to AAPAM to consider doing so. To our development partners we say thank you for your valuable support.

I wish all of you good health and good luck in all that you do. Thank you and God Bless.

J. Mitala
President

INVITATION to the 28th AAPAM Roundtable Conference Arusha • Tanzania

*The President of AAPAM
Fellow Delegates
Ladies and Gentlemen*

The Government of the United Republic of Tanzania has been associated with AAPAM right from its inception. AAPAM was born in Dar es Salaam in 1962 when the Heads of Public Service and Permanent Secretaries of African countries that were independent or nearing independence first met to compare notes on how they were coping with the challenges of creating machineries to deal with the demands of independence.

At the end of that first meeting, participants agreed to meet every year with the venue rotating among the respective African capitals.

After almost ten such meetings, agreement was reached to formalize the network, and AAPAM was officially launched in Freetown, Sierra Leone in 1971.

Over the years before AAPAM was officially launched and following the official launch, Tanzania remained an active participant in AAPAM activities. And since the launch of the Roundtable series twenty seven years ago, Tanzania has hosted two Roundtables already – one in 1983 on the theme – “**The Changing Ecology of Public Administration and Management in Africa**” and another in 1992 on

the theme “**Managing Science and Technology Policy in Africa**”.

We know that hosting a Roundtable is an enormous task and we thank the countries that have shouldered the responsibilities of hosting and especially those that have done so more than once.

As a country that has been associated with AAPAM from its beginning and that has remained engaged with it over the years, my government would want to invite the AAPAM fraternity to hold the 28th Roundtable Conference in the United Republic of Tanzania. The venue of the Conference will be Arusha and the dates will be 4th – 8th December, 2006.

Mr. President, Tanzania the land of Kilimanjaro and the roof of Africa is today, the 9th December 2005, celebrating her 44th year of Independence. Please pray for us so that Tanzania continues to enjoy peace which is an important ingredient for “Sustainable Development and Good Governance” – God bless Africa.

Karibuni sana Tanzania.

Mrs Rose Lugembe
Permanent Secretary
Prime Minister’s Office
United Republic of Tanzania
9th December 2005

• CONFERENCES • SEMINARS •

27th AAPAM Annual Roundtable Conference

The 27th AAPAM Roundtable was hosted by the Government of the Republic of Zambia and held at the Zambezi Sun Hotel, Livingstone, from 5th to 9th December 2005. Over 240 delegates from 20 countries participated in the Roundtable. These included Ministers of Government, Members of Parliament, Heads of Public Services and Secretaries to Cabinet, Directors-General of Staff Colleges and Management Development Institutes, Chairpersons of Public Service Commissions and other statutory bodies, Senior Government Officials, representatives of international organizations, management consultants, academics and researchers in institutions of higher learning. The countries represented at the Roundtable included: Angola, Botswana, Cameroon, Canada, Ghana, Kenya, Lesotho, Malawi, Mauritius, Namibia, Nigeria, Sierra Leone, South Africa, Swaziland, Seychelles, Tanzania, The Gambia, Uganda, United Kingdom, and Zambia. The United Nations Department of Economic and Social Affairs (UNDESA), the Canadian International Development Agency (CIDA), the Institute of Public Administration of Canada (IPAC), the Commonwealth Secretariat and the Economic Community of West African States (ECOWAS) are among the development partners represented at the Roundtable.

The Roundtable was a continuation of a tradition dating back to 1978 when the African

Association for Public Administration and Management (AAPAM) launched its Annual Roundtable conference series. The Conferences have since been held in different member countries, with each conference addressing issues of contemporary relevance and concern, and drawing on the insight and experiences of policy makers, senior public officials, corporate and civic society leaders, and renowned public administration and management scholars.

The theme of the 2005 Conference was **"Harnessing the Partnership of the Public and Non-State Sectors for Sustainable Development and Good Governance in Africa: Problems and the Way forward."**

The Conference was declared open by the Honourable Reverend Lt. General Ronnie Shikapwasha, MP, Minister of Foreign Affairs, Republic of Zambia, and Guest of Honour at the occasion. Other dignitaries present at the opening ceremony were Honourable A. Simango, M.P. and Provincial Minister, Southern Province, Zambia; Honourable Dr. Pontso Sekatle, Minister of Local Government of the Kingdom of Lesotho; Heads of Public Service from various African countries; His Worship the Mayor of the City of Livingstone; Honourable Sakwiba Sikota, Member of Parliament for Livingstone; members of the AAPAM Executive Committee; Permanent Secretaries and Chief Executive Officers of Public Institutions; Members of the AAPAM Council and Chairpersons of National Chapters; representatives of AAPAM's

external partners; Mr. John Mitala, AAPAM President, Head of Public Service and Secretary to Cabinet, Uganda Government and Dr. Yolamu R. Barongo, AAPAM Secretary -General.

Besides the opening address by the Guest of Honour, messages of solidarity were delivered at the formal opening by other notable personalities, among them, Dr. Joshua L. Kanganja, Secretary to Cabinet, Government of the Republic of Zambia, and the Conference's Chief Host; Professor Victor Ayeni, Director, Governance and Institution Development Division of the Commonwealth Secretariat; Dr John-Mary Kauzya, representing Dr Guido Bertucci, Director, Public Administration and Development Management, United Nations Department of Economic and Social Affairs, New York; and Mr Joseph Galimberti, Executive Director, Institute of Public Administration of Canada. Mr John Mitala, the AAPAM President and Head of the Public Service and Secretary to Cabinet, Office of the President, Government of the Republic of Uganda, in his address, thanked the Government and People of Zambia for providing excellent hosting facilities, the African Governments and the development partners for supporting AAPAM, and the delegates for finding the time to participate.

The AAPAM President's statement was followed by a Key-note Address delivered by Hon. Felix Mutati, MP, Minister of

continued over the page 6

Energy and Water Development, Republic of Zambia.

Conclusions

Papers were presented by high-ranking government officials and renowned public administration scholars focusing on public private partnership models and on the conditions that must be fulfilled for a chosen model to respond adequately to the challenges of good governance and sustainable development. The participants' comments on the presentations clearly indicate that partnership arrangements viewed by all parties as equitable stand a better chance of succeeding than those perceived to be skewed in favour of a particular group. Besides underscoring the importance of shared vision, the participants stressed the need for the parties to agree on the ground rules before entering into long-term commitments. While the rules must be clear on what each partner need to bring to the compact and on how to balance rights with obligations, it is essential that the rules be sufficiently flexible to allow the partnership to adjust to unforeseen circumstances and take advantage of opportunities. This places special responsibility on leaders in state and non-state institutions, and has momentous leadership capacity building implications.

The participants' comments were not limited to "public private partnership", but extended to other aspects of the Conference theme, particularly, good governance and sustainable development. The general view was that balancing the

interests of the present with those of the succeeding generations provided the litmus test of effective public-private partnership. The participants comments may be summarized as follows:

- (i) Visionary and consensual leadership is critical not only to the successful implementation of contemporary governance reform programmes, but also to the attainment of the long-term sustainable development objectives;
- (ii) The policies and strategies embarked upon in various African countries need to balance the interest of the present generation with that of generations yet to be born;
- (iii) The major threat to the sovereignty of African countries lie, not in the unrelenting march of globalization, but in mismanagement, corruption, cronyism, and the persistent failure to put the right persons in the right offices;
- (iv) A growing number of African countries are acknowledging that the continent's future lies in the adoption of democratic, participatory, ethically sound and accountable governance systems – systems founded on the will of the people, creating enabling conditions for civic engagement and private sector growth, and instituting measures to combat grand as well as petty corruption;
- (v) The state still has a strategic role to play in economic development, but it needs to refocus its energies towards efficient and effective performance of this vital role;
- (vi) Civil service procedures serve a purpose, so long as they are meant to further the cause of accountability without placing

unnecessary obstacles in the way of private sector growth and productivity;

- (vii) Public Private Partnership (PPP) is not a new concept in Africa, although it has attracted a lot of attention in recent years, due to the growing interest in cost-sharing, bench-marking and resource optimization options;
- (viii) Successful implementation of PPP agreements hinges on a number of factors, among which are the extent to which the underlying values are shared by the partners, the clarity brought to the definition of rights and obligations, the effectiveness of the accountability and reporting structures, and how equitable the arrangements for sharing the attendant risks and benefits is perceived by the parties to the compact;
- (ix) It is essential that the curricula of MDIs, Staff Colleges, IPAs, and university faculties of public administration be examined not only with a view to enhancing standards - as envisaged under the UNDESA/IASIA initiative on standards of excellence in public administration education and training - but also to prepare government and public service leaders for the challenges of good governance and sustainable development;
- (x) AAPAM deserves to be commended for introducing public service awards aimed at recognizing exemplary contributions to African

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public administration, raising the visibility of the public service, and enhancing the morale of public administration leaders, managers, and scholars.

Recommendations

Based on the preceding observations, the Roundtable recommended that:

- (i) The capacity for visionary but *consensual* leadership and for exemplary management of national resources should be accorded high priority in the design and implementation of the next generation of capacity building initiatives;
- (ii) In the recruitment of political office holders and career officials, new mechanisms and instruments should be introduced to facilitate the selection of individuals capable of pursuing national strategic objectives with steely determination, promoting *esprit de corps* in otherwise fractious organizations, and forging strategic and results-oriented alliances with non-state actors;
- (iii) To consolidate the gains of national sovereignty, African states should work hard to harness internally generated ideas and resources for sustainable development, and forge partnerships that have beneficial impact on the present as well as the future generations;
- (iv) If the investment in private sector growth and entrepreneurship development is to yield the expected dividends, the public service should take pro-active

- measures to eliminate unnecessary red-tape, cumbersome and time-consuming procedures, and needlessly elongated decision chains;
- (v) Even if, based on pure economic calculations and cost-benefit analytic studies, a government decides to participate in a long-term, say, 25-40-year, public-private partnership arrangement, it should ensure that the interest of future generations is duly safeguarded rather than compromised;
- (vi) The public service training institutes should serve as a major vehicle for promoting cross fertilization of ideas between the public and the private (as well as non-profit) sectors;
- (vii) The curricula of MDIs., Staff Colleges, IPAs, and university faculties of public administration should be reviewed to enhance the standards of public administration education and training, and prepare public service leaders for the challenges of good governance and sustainable development;
- (viii) AAPAM should continue to provide a regular forum for cross fertilization of ideas and promotion of dialogue, among the key players in the development process, particularly, the players from state and non-state sectors;
- (ix) AAPAM should also take stock of its achievements to-date - which the membership found impressive - and come up with strategies for following through its conclusions and recommendations on the adoption of good practices in governance and public administration;

- (x) To promote good practices in public administration innovation, extend the frontiers of scholarship and promote knowledge sharing in the field, the newly launched AAPAM Awards Programme should be endowed with adequate resources.

Acknowledgements

AAPAM would like to express its appreciation of the Zambian Government's contributions to the successful organization of the Conference. Besides providing highly valued logistics support, the Government placed first-class conference facilities at the disposal of the Association and extended generous hospitality to the delegates. The Association is also very grateful to the international development partners (particularly, CIDA/IPAC, the Commonwealth Secretariat, UNDESA, and Africa Capacity Building Foundation), and to the local sponsors namely, the Bank of Zambia, Celtel, Mulungushi Village Complex, National Pension Scheme Authority, Zambia National Commercial Bank, for both material and financial support. The local collaborating institutions, that is, the National Organizing Committee and the National Institute of Public Administration (NIPA) provided excellent logistics, secretariat, and general backstopping services for which AAPAM is highly indebted.

Zambezi Sun Hotel
Livingstone, Zambia
9th December 2005

• AAPAM Awards Programme •

AAPAM AWARDS

During the 27th Roundtable Conference that was held in Livingstone, Zambia, 5 – 9, December 2005, AAPAM unveiled and launched its Awards Programme. The following are the five (5) types of awards in the programme.

THE GOLD MEDAL AWARD

This is the highest to be given by AAPAM. The Gold Medal shall be awarded as a mark of distinction and exceptional achievement to a person who has shown distinctive leadership in advancing Public Administration and Management in any African country or who, by his or her writings or other endeavours, has made a significant contribution in the field of Public Administration in Africa. It is proposed to name the Award after an African personality who has distinguished himself or herself in African Public service leadership.

Objectives of the Award

- (i) To recognize persons in public service who have made outstanding contributions in the field of Public Administration and Management in Africa.
- (ii) To draw attention to outstanding individual achievements which set standards of excellence to which others can aspire.
- (iii) To enhance the image of Public Administration and Management as worthy domains for career pursuits.
- (iv) To achieve the goal of improving the quality of Public Administration and Management in Africa.
- (v) To enhance the objectives of AAPAM as an institution committed to promoting excellence in Public Administration and Management in Africa.

AAPAM AWARD FOR INNOVATIVE MANAGEMENT

Whereas the AAPAM Gold Medal is an award for Individual achievement, the Innovative Management Award is to recognize organizational achievement. It is intended to encourage creative managerial initiatives in Public Administration and Management in Africa.

Objectives of the Award

- (i) To recognize and promote innovation in the public sector.
- (ii) To enhance the image of the public sector in Africa.
- (iii) To recognize organizations for creative imagination and effective ways of solving specific problems of administration and management.
- (iv) To identify and publicize success stories in the public sector worthy of emulation.
- (v) To facilitate the transfer of innovations and best practices in Public Administration and Management.

AAPAM AWARD FOR OUTSTANDING CONTRIBUTION TO KNOWLEDGE IN PUBLIC ADMINISTRATION AND MANAGEMENT

This Award shall be presented annually at the AAPAM Roundtable Conference to recognize the finest article published in the AAPAM publication: **African Journal of Public Administration and Management (AJPAM)**.

Purpose of the Award

- (i) To recognize outstanding contribution to African public administration literature.
- (ii) To promote **AJPAM** as a

premier source of African public administration and management knowledge and scholarship.

- (iii) To encourage others to strive for excellence in writing about African public administration and management.

AAPAM AWARD FOR EXCELLENCE IN THE TEACHING OF PUBLIC ADMINISTRATION IN AFRICA

This Award recognizes outstanding accomplishment that is worthy of emulation and encourages and recognizes exceptional talent of effective and creative teaching of Public Administration and Management in Africa.

Purpose of the Award

- (i) To recognize excellence in the teaching of public administration in Africa.
- (ii) To establish high standards in the teaching of public administration to which others can aspire.
- (iii) To recognize the importance of public administration education in the development of future public service leaders.

AAPAM AWARD FOR BEST STUDENT ESSAY/REPORT

This Award is meant for students of Public Administration and Management Development Institutes, Universities and Colleges many of whom enter the African Public Services as Young Professionals after their studies.

Purpose of the Award

- (i) To recognize students scholarship in African public administration.
- (ii) To encourage good writing and analytical skills which are essential to a successful

• AAPAM Awards Programme •

leadership career in the public service.

- (iii) To attract top students into careers in the public service.

CONDITIONS, PROCEDURES AND RULES OF COMPETITION FOR THE AWARDS

THE GOLD MEDAL AWARD

1. Candidates for the Award shall be nominated on a prescribed form by Heads of Public Service, Permanent / Principal Secretaries, Presidents / Vice-Chancellors of Universities, Heads of Municipal and Local Governments and other selected representatives of the public service.
2. Nominations shall be called in **January** and received by the Secretary General at the AAPAM Secretariat not later than the **30th day of April** in each year.
3. All nominations for the award shall be made over the signature of not less than three persons, accompanied by the Curriculum Vitae (CV) of the nominee. In order to qualify for consideration, the nomination must be received at the AAPAM Secretariat by the date indicated in 2 above.
4. Each nomination shall be accompanied by a concise description of the work and achievements of the nominee which, in the opinion of the nominators, qualify the nominee for the Award, together with such supporting evidence as they may wish the judges to consider.
5. The Secretary General shall refer all such nominations received by him to a special committee of independent judges appointed annually by the AAPAM Executive Committee.
6. The Committee of judges shall decide on or before the 31st

day of July in each year the person, if any, who is to receive the Award for that year.

7. No award shall be made in any year if, in the opinion of the judges, no nomination worthy of an award is received.
8. A nomination may be reconsidered by the jury in a subsequent year provided that no nomination shall be considered more than three times.
9. No member of the AAPAM Council shall be eligible to receive the award until five years after serving on the Council.
10. The Gold Medal Award shall be bestowed on the winner during the AAPAM Annual Roundtable Conference.

PRIZE/TROPHY AND CONFERENCE FACILITATION

- (i) A 14 carat minted Gold Medal bearing portrait of Nelson Mandela with inscriptions in English and French
- (ii) Travel, Accommodation, Registration Fees for the Winner
- (iii) Complimentary framed photo of the Winner receiving / wearing the medal.

AAPAM AWARD FOR INNOVATIVE MANAGEMENT

1. Entries shall be made by an organization in the public service or a section / divisional / branch within it depending on the choice of the entrant.
2. Awards will not be made to individuals but to public sector organizations. All public sector organizations are eligible.
3. Submissions shall be made on a prescribed entry form and shall not exceed 1,500 words with an executive summary of not more than 50 words. All supporting materials shall be placed in an appendix.
4. The call for submissions shall be made in November. All

submissions shall be received by the AAPAM Secretariat on or before 31st March of the following year.

5. The jury shall consist of five (5) distinguished persons, including at least one academic, who are knowledgeable in public sector management.
6. The jury will normally draw up a final list of 6 entrants. The finalists will be invited to appear before the jury to present and defend their submissions. This will take place a few days before the commencement of the AAPAM Annual Roundtable Conference.
7. The decisions of the jury shall be final; the jury may decide not to award prizes if the submissions in any one year are not up to standards.
8. The best three entrants shall receive the Gold, Silver and Bronze Awards in order of merit.
9. The Awards will be made during the AAPAM Annual Roundtable Conference.
10. Entries may be made in either English or French. All entries become the property of the African Association for Public Administration and Management.

TROPHY AND CONFERENCE FACILITATION

- (i) Appropriate Trophies to be designed and marked Gold (for winner), Silver (for first runners-up), Bronze (for second runners-up)
- (ii) Travel, Accommodation and Registration Fees for the three finalists.

AWARD FOR OUTSTANDING CONTRIBUTION TO KNOWLEDGE IN PUBLIC ADMINISTRATION AND MANAGEMENT

1. The editor of the AJPAM will nominate up to three articles

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• AAPAM Awards Programme •

focusing on the African public administration and management from the most recent publication.

2. Only full-length research articles are eligible.
3. The Editor shall select no more than three members of the Editorial Board and/or Editorial Advisory Board to review the nominated articles to select a winner.
4. One member of the panel will act as Chair to co-ordinate the selection process.
5. The three panel members shall be asked to rank the entries and the Chair then submits their rankings to the Editor.

CRITERIA FOR SELECTION

1. The finest article must be original, well written, clear and logical in argument, presentation and style.
2. Represent an advancement in knowledge in the field of African public administration and management.
3. Be reflective of contemporary practice while seeking to advance theory.
4. If in the opinion of the Editor there is no article meriting the award, none will be given.

TROPHY AND CONFERENCE FACILITATION

- (i) Glass Trophy or other artistically designed Trophy.
- (ii) Travel, Accommodation and Registration for the Winner.

AWARD FOR EXCELLENCE IN THE TEACHING OF PUBLIC ADMINISTRATION IN AFRICA

The Award will be given to an African teacher in the Management Development Institute or University who has proven to be an exceptional

consistent concern for improvement of courses both in terms of content and delivery.

- (ii) Who has demonstrated a marked interest in applying pedagogical and didactical principles to the field of Public Administration and Management.
 - (i) Who has contributed, by the innovations he/she has introduced in his/her courses, to the improvement of the quality of education in his/her department or faculty.
 - (ii) Who has taught a wide variety of students (e.g mature students, civil servants).
 - (iii) Who has demonstrated a wide interest in many aspects of public administration at all levels of government.

PROCESS OF SELECTION

1. Identification of candidates for the award shall be by nomination. Nominations are made on a prescribed form.
2. Nominators are asked to send a letter of recommendation not exceeding 1000 words in which the candidate's accomplishments are described in accordance with given criteria.
3. Nominations shall be submitted to the AAPAM Secretariat by 31st March of the year in which the Award is to be given.
4. Peers/students/public servants may make nominations.
5. Written nominations will be reviewed by a jury composed of academics and public servants. The jury's decisions are final.
6. The winning candidate will be presented with the award at the AAPAM Roundtable Conference.

TROPHY AND CONFERENCE FACILITATION

reading/teaching

- (ii) Travel, Accommodation and Registration Fees for the Recipient

AWARD FOR BEST STUDENT ESSAY/REPORT

1. Entries shall be from three categories of students, namely, Undergraduate, Graduate and those in MDIs.
2. Each year, the AAPAM Executive Committee shall decide on the theme for the Essay or Professional Report. The theme shall be publicized in posters to be distributed in MDIs and Universities.
3. The length of the Essay or Report shall be between 4,500 and 5,000 words. Shorter or longer papers shall be disqualified.
4. The commencement of the competition shall be announced by 15th January and will close on 30th April.
5. Students will submit to the AAPAM Secretariat 5 copies of their entries indicating the level of competition (MDI/ Undergraduate/ Graduate).
6. Entries shall be reviewed by a jury of experts composed of academics and practitioners. The jury's decisions shall be final.
7. Winners will be announced by 1st October.
8. The prizes shall be presented to the winners at the AAPAM Annual Roundtable Conference.
9. All entries shall be the property of the African Association for Public Administration and Management.

PRIZE AND CONFERENCE FACILITATION

- (i) Cash Prize for the 3 winners of US\$300.00 each

• Conference Announcement •

28TH AAPAM ANNUAL ROUNDTABLE CONFERENCE

The 28th Annual Roundtable Conference of the African Association for Public Administration and Management (AAPAM) will be hosted by the

Government of the United Republic of Tanzania and held in Arusha from

4th to 8th December 2006. The Theme of the Conference is **Towards an Effective Delivery of Public Services in Africa**. The following is an abridged Aide Memoire for the Conference. A fuller one may be accessed on the website: www.aapam.org

The Role of African Public Services

At the 27th Roundtable Conference of the African Association for Public Administration and Management (AAPAM) held at Livingstone, Zambia, 5th-9th December 2005, it was decided to dedicate the 2006 Conference to the exploration of effective delivery of public services in Africa. Public services encompass ministerial, extra ministerial organizations, government departments, parastatals and constitute the linch-pin of national development management and administration. These are organs which at the level of the state and government are responsible for the planning and delivery of services to the public. As the Secretariat of Government, the Civil Service, in particular, determines the strength of the whole public services and ultimately the welfare of the people, as it is responsible for the creation of appropriate and conducive environment in which other sectors of society and the economy operate and perform.

Thus public services, and in particular the Civil Service, play vital roles in the formulation and execution of policies of governments and ensuring good governance. Hence, the effective delivery of public services is key to a functional state and economy. When that delivery is constrained or becomes ineffective, it affects the quality of life of the people and the nation's development process.

The Declining Performance of the Public Services in Africa

With a few exceptions (for example, Botswana and Mauritius), public services management and delivery in the greater part Africa is perceived as lethargic. This perception is in sharp contrast to the situation at the time of independence, in the 1960s and 1970s, when almost all the said public services, with the civil service as *primus inter pares*, appeared to have performed well. In one sense the services were small in size, recognized by the administrations as vital to national development and public servants were well remunerated relative to the embryonic private sector which was then just emerging.

However, following independence, the demands for accelerated development gave rise to the rapid expansions of the public services which in turn began to challenge the delivery capacity of the services. Prior to independence, the colonial masters had reserved to themselves the responsibilities for public policy analysis and formulation. The dearth of experience on the part of the African public services surfaced immediately after independence because the

personnel had had little or no exposure to public policy-making. The lack of capacity for the full gamut of public policy-making soon began to tell on the quality of services delivered by the public services in almost all areas.

Today, public services in many

African countries are confronted with many challenges which constrain their delivery capacities. They include the human resource factor, relating to shortages of the requisite manpower in terms of numbers and competencies, lack of correct mindsets and socio-psychological dispositions. There is also the perennial problem of the shortage of financial and material logistics that are necessary to support effective service delivery. On the other hand, the gradual erosion of the ethics and accountability has continued to bedevil the public sector in delivering services to the people effectively.

Public sector reforms to address these challenges have achieved minimal results. Given the pivotal role of public services in national development it is urgent that we look anew at approaches to improving the delivery of public services in Africa as a precondition for building effective states.

New Challenges Facing African Public Services

The specific challenge is to halt the widening gap between performance requirement and actual performance, and beyond that, to actually close the gap as rapidly as possible. There is the need to bring about a change in performance for the attainment of higher capacities for policy management, human resource management, public, private partnership and decentralization etc. Some of the challenges to this end include:

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- (i) clarifying and restating the mandates of the public services and ascribing them the status that will restore their image, confidence and competencies to enable the public services to

rightly join government in providing leadership and guidance in setting and achieving objectives in the public and private sectors.

- (ii) committing adequate resources for training and capacity building competencies, which have been missed by staff as a result of past lackadaisical attitude to training.
- (iii) improving human resources management and ensuring absolute professionalisation of the public services in such ways as to ensure effectiveness, efficiency and economy because the staff as, true professionals, will have technical expertise in carrying out their functions.
- (iv) accomplishing effective and efficient decentralization by ensuring that strong centers exist for coordinating national development planning processes and thereafter, possess the capacity for the monitoring and evaluation of the implementation of development plans.
- (v) creating a level playing field between the public and private sectors by restoring parity in remuneration packages of the public services vis-à-vis the private sector.
- (vi) providing for a regular interaction between the public services and the private sector.

Along the foregoing lines there are some country experiences in public sector reforms, for improved public service delivery, that can serve as good case studies. The case studies will demonstrate the potential gains to be experienced from improved delivery of service after due investments in policy management, human

resources management, public/private partnership and decentralisation that will have been made in Africa's public services.

Roundtable Objectives

On account of the very significant role, which the public services have to play in the management of the affairs of state, the 28th Roundtable will seek clear understanding of the factors which have hindered the delivery of public services in many African countries and explore measures which will enable the public services to perform to expectation. Pursuant to this, participants will:

- (a) examine the evolution of post independent African public services
- (b) examine the state of African public services today
- (c) examine attempts made to improve the public services through decentralization, privatization and commercialization etc.
- (d) examine the central role of the civil service with respect to policy management in the public services
- (e) examine critical issues in modernizing and professionalising human resource management in the public services
- (f) examine logistics and other physical resource inflow for improving the performance of Africa's public services
- (g) revisit the issues of ethics and accountability and their impact on service delivery.
- (h) examine ways by which intergovernmental organisations like the African Union (AU), the New Partnership for Africa's Development (NEPAD), Economic Community for West African States (ECOWAS), etc, can impact positively on the public service delivery.
- (i) come up with a realistic agenda for actually implementing measures for building capacities,

especially of the civil service for better delivery of public services.

Roundtable Sub-themes

In pursuit of the objectives and expected outputs the following

Roundtable Sub-themes will be tackled in plenary and in syndicate groups:

The State of the Public Services in Africa Today with Special Reference to Delivery Capacity

While much concern is expressed about the delivery capacity of public services in many African countries, there is a paucity of strong empirical studies. This section will be devoted to both an overview of the state of public services in Africa as well as case studies that reflect on the crisis in public services delivery and best practices.

Public Sector Reforms

Achievements, Lessons Learned and the way forward towards achieving Effective Public Services.

Although public sector management reforms have received attention in the past AAPAM and other fora, including the Economic Commission for Africa (ECA), it is important for the conference to revisit the subject to recall the lessons learned and how the introduction of new public management tools such as decentralized management, cost recovery, performance contracting commercialization etc, have fared and examine the emerging paradigms as to how public services can be improved in the future and the avoidance of pitfalls in the past attempts at reforms.

Best Practices (Case Studies) in Public Services Delivery and their replicability

In view of the objective of the conference to achieve practical implementable results, special attention will be paid to best practices. Even in the sea of the gener-

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ally perceived weakened public services in Africa, there are pockets of examples in countries such as Botswana, Mauritius and Ghana, that may offer special lessons for other African countries. This section will be devoted to looking at a sample of best practices from Africa and a couple from overseas. The Association may specifically invite some overseas partners in countries such as Canada, Malaysia and Singapore for knowledge exchange and the sharing of experiences.

Leading Issues in Improving Public Policy Delivery

Beyond the above cross-cutting sub-themes, specific sections and workshops would look at some leading issues in improving public sector delivery. At this stage the following sub-themes have been identified with the final cluster to be finalized after receiving responses. Policy management; human resource management; Logistics, systems improvement and the role of ICT in public services delivery; Decentralization; Public-Private Sector Partnership (including commercialization, privatization etc.) Integrity, Accountability, Transparency and Public Service Ethics; and Government/Elected Officials – Bureaucratic partnership and interface for improved Service delivery.

Policy Management

At the core of an efficient public service are policy analysis, formulation and implementation; the capacity for continuous policy initiation, analysis, approval, implementation, monitoring and evaluation is the hallmark of a good public administration system. Policy analysis skills constitute one of the key weaknesses within the civil services of African countries. This section will examine how to create a culture that emphasizes participa-

tion, accountability and formulation of public policy; creation of conducive policy environment, organizational and institutional infrastructure that can co-ordinate the various policies of government and policy analysis capacity.

Human Resource Management

The paradigm shift and the new opportunities for improved delivery of public services have highlighted the need to attract, retain and develop a corps of competent public servants at three levels, namely, senior leadership and middle management, as well as for support services. The establishment of the corps will be achieved and maintained through training, career management and performance management. That requires a system buttressed by succession planning within a high performance environment that will induce excellence.

This session will seek and support the development and acculturation of a meritocratic system throughout the public services ensuring a comprehensive human resource management system that will secure constant improvement to the delivery of public services. It will also consider issues of remuneration and incentives package and performance management.

Logistics, Systems Improvement and the Role of ICT in Public Services Delivery

A major complaint of public servants in most African countries, besides remuneration and incentive packages, is the logistics and tools to work with. Yet in some cases the acquisition of ICT hardware, vehicles etc. have made only marginal difference in delivery capacity. What are the myths and realities of logistics and systems constraints? What role does ICT play in public services

delivery in best cases and how could they be replicated in Africa?

Public/Private Sector Participation and Service Delivery

A key improvement entailed by the new public management arising from the paradigm shift has been the attention now given to customer/client care. The new provision has the dual purpose of minimizing avenues for bribery and corruption while empowering service recipients not only about services available to them, but more importantly letting them know the quality and standard of the service to be expected. That knowledge means that services which can be provided at cheaper costs by the private sector should be sought from the private sector by the public services thus introducing the public/private sector partnership, and thereby giving meaning to the earlier concepts of privatization and commercialization.

Several approaches to enhance private sector participation in service delivery have included public-private joint ventures, privatization of public services such as water, telecommunications, management contracts, leasing of government assets; granting of concessions to private entities and commercialization.

To what extent have these moves overcome the constraints of public enterprises management such as insufficient autonomy and authority for managers at the level of the firm, particularly in relation to pricing, procurement, staffing, performance management, and marketing, and from the state's unwillingness to create owners who can protect the capital employed. The session will focus on the role of public-private partnerships in service delivery examining actual cases and best practices.

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Decentralization

A pillar in the new public management is a paradigm shift in favour of decentralization. Decentralization entails the transfer of authority or responsibility for decision making from the centre to lower field units that may be governmental or non-governmental organizations. It is one of the mechanisms for boosting participation of recipients of public services in the production of the said public services.

Decentralization is also meant to improve efficiency in the delivery of the services by "debureaucratisation" and reducing the number of intervening steps and/or bodies involved in delivering a service. This is done by empowering service providers closest to the service recipients through the devolution of budgets and financial controls thereby enhancing service provisioning and service delivery. This session is expected to review decentralization experiences in Africa and ways to make decentralization deliver on the promise it holds for effective delivery of services.

Participation

The following categories of participants are expected.

- (a) High-level representatives of the Executive and Legislative Branches of African Governments.
- (b) Senior Civil Servants and Chief Executives or Senior Managers in Public and Private organisations.
- (c) NGOs and Civil Society organisations interested in issues of development in Africa.
- (d) Scholars in public policy, public administration, development and business management
- (e) Leaders of Women Organisations, Employers and Manufacturers Associations, Trade Union leaders and Farmers Associations.

- (f) Leaders of Business, Commerce and Trade organizations.
- (g) Leaders in the Banking and Investment sectors.
- (h) Representatives of Donor Agencies funding development programmers in Africa.
- (i) Representatives of the United Nations, African Union, NEPAD, COMESA, ECOWAS, SADEC and other Regional Groupings.

Call for Papers and Guidelines for Submission of Papers

Persons wishing to write papers on the various sub-themes are hereby invited to notify the Secretariat by sending not more than 500-word abstracts (synopsis) of the papers that they intend to present. In addition, anticipated outline and whether it will involve researched case study should be indicated, as that will influence the selection process. On receipt of the abstract, the Secretariat shall notify the person if he/she can proceed with the writing of the paper.

INDICATIVE TIMETABLE

The date for the submission of synopsis will be **15th May 2006**. The synopsis will have to be approved before papers are prepared. Full drafted papers should be submitted by **30th July 2006**. The completed papers after peer review should be submitted by **30th September 2006**. The draft papers will, as earlier stated, be peer reviewed and only those which are approved and have reflected comments required by the peer reviewers will be presented at the Roundtable.

Working Languages

The working languages shall be English and French.

Mode Of Presentation

Papers will not be read word for word. They will be presented orally within the time allotted (about 15 minutes). **Power Point presentations will be required.**

Registration

The fees are as follows:

Membership Status	Applicable fees if paid before 31st October 2006	Applicable fees if paid after 31st October 2006
Member	US\$220.00	US\$270.00
Non Member	US\$270.00	US\$320.00
Accompanying Person	US\$120.00	US\$170.00

Participants from the host country will pay seventy (70) per cent of the applicable rates.

Payment can be made by international money order or banker's cheque and sent to the Secretary General using the address given at item 19.1 below. Payment by bank transfers should be net of bank charges and sent to the AAPAM Account whose details are given over the page:-

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Conference Dates

The Roundtable is scheduled to take place from **4th to 8th December, 2006**. All delegates intending to attend the Conference should send their names together with the names

of their institutions/organizations and fax/e-mail addresses to the AAPAM Secretariat as soon as possible.

Hotel Accommodation

Information on hotel accommodation in Arusha is accessible on the AAPAM website: **www.aapam.org**.

Delegates may request the AAPAM Secretariat to make hotel reservation on their behalf or may do so directly with the hotel of their choice with a copy to the Secretariat.

Enquiries

Further information on the 28th Roundtable Conference can be obtained from the AAPAM Secretariat at the following address: -

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ELECTION OF AAPAM EXECUTIVE COMMITTEE AND COUNCIL

The AAPAM General Assembly meets once every three years to conduct business which includes the election of office bearers of two important leadership organs of the Association, namely, the Executive Committee and the Council. During the 27th Roundtable Conference that was held in Livingstone, Zambia, 5 – 9 December 2006, the General Assembly convened and conducted the following elections:

EXECUTIVE COMMITTEE

President:	Mr. John Mitala , Head of Public Service and Secretary to Cabinet, Government of Uganda.
Deputy President:	Mr. Tlohang Sekhamane , Government Secretary and Head of Civil Service, Secretary to Cabinet, Government of the Kingdom of Lesotho.
Vice-President, West Africa:	Dr (Mrs.) M.L. Hamza , Permanent Secretary, Manpower Development Office, The Presidency, Government of the Federal Republic of Nigeria
Vice-President, East Africa:	Mr. Simon P. Njau , Permanent Secretary and Director, Directorate of Personnel Management, Office of the President, Government of Kenya
Vice-President, Southern Africa:	Mr. Oliver Mubita Kalabo , Permanent Secretary, Cabinet Office, Government of Zambia
Vice-President, Central Africa:	Mr. Ngambo Fondjo Pierre Vincent , Charge de Mission, Presidence De la Republique, Government of Cameroun
Vice-President, North Africa:	Vacant

PATRON

Hon Dr (Mrs) Pontso M. Sekatle, Minister of Local government, Government of the Kingdom of Lesotho

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- (i) National Institute of Public Administration (NIPA), Zambia
- (ii) Bank of Uganda
- (iii) Ghana Institute of Public Administration and Management (GIMPA)
- (iv) Kenya Institute of Public Administration
- (v) Mzumbe University, Morogoro, Tanzania

Representatives of Individual Members:

- (i) Mr. Joseph O. Dada, administrative Staff College of Nigeria
- (ii) Ms Njoki Kahiga, Directorate of Personnel Management, Office of the President, Kenya

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His/Her signature _____

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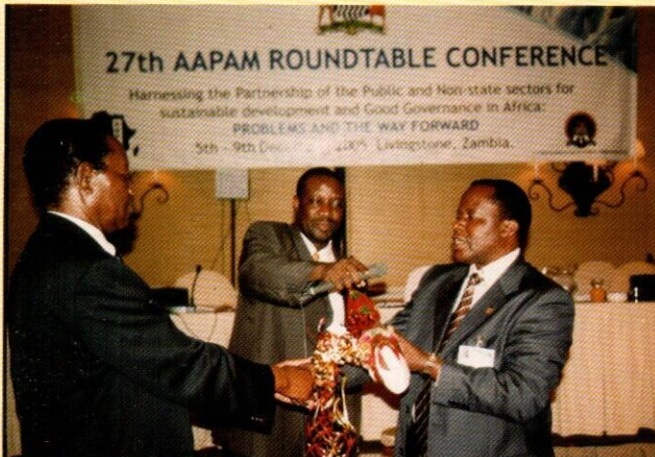
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A section of delegates who attended the 27th AAPAM Roundtable Conference, Livingstone, Zambia, 5th–9th December 2005



Some of the top level personalities and development partners who attended the AAPAM Livingstone Roundtable. In the fore front are Mr Joseph Galimberti, Executive Director, Institute of Public Administration of Canada (Left), Professor Victor Ayeni, Director, GIDD, Commonwealth Secretariat (centre), and Rev. Frank Chikane, Director-General and Secretary of Cabinet, the Presidency, South Africa (right).



The Secretary General (left) receiving from the AAPAM President (right) instruments for implementing the AAPAM Awards Programme. In the middle is the AAPAM Vice-President for Southern Africa, Mr Oliver M. Kalabo.



Five newly elected members of the Executive Committee pose with the AAPAM Patron, Hon (Dr) Pontso Sekatle (centre), Minister of Local Government, Lesotho. On the extreme right and left are the Secretariat Staff—the Secretary General and Programmes Officer respectively.

ELECTION OF AAPAM EXECUTIVE COMMITTEE AND COUNCIL *cont*

- (iii) Mrs Thecla W. Shangali, Public Service Commission, Tanzania
- (iv) Director M.L. Wahab, South African Police Service, Pretoria, South Africa
- (v) Mr. Sandile B. Ceko, Secretary to Cabinet and Head of Public Service, Swaziland

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All Chairpersons of National Chapters.

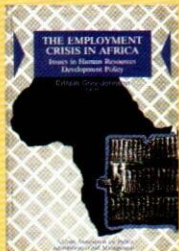
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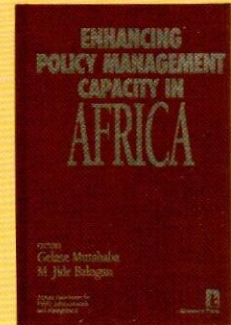


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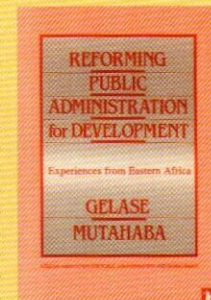
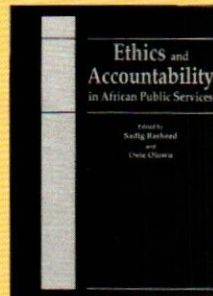
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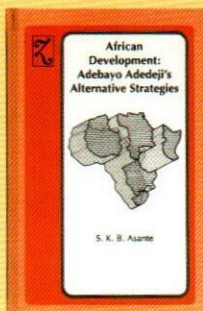
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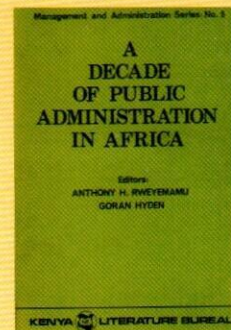


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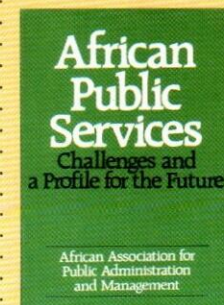
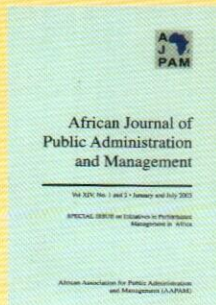
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Saturdays, Sundays and Kenyan Public Holidays - CLOSED

The times indicated above are the local East African Standard Time, which is approximately 3 hours ahead of GMT.