



AAPAM

NEWSLETTER

THE AFRICAN ASSOCIATION FOR PUBLIC ADMINISTRATION AND MANAGEMENT

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Mr. John Mitala, AAPAM President, (second right) welcomes the Vice President of Tanzania H.E. Dr. Ali. Mohamed Shein to the AAPAM Conference in Arusha, 4th December 2006. With them are Mrs. Ruth H. Mollel, Permanent Secretary, Public Service Management, (right) and Mr. Phillemon L. Luhanjo, Chief Secretary, Secretary to Cabinet and Head of Public Service, President's Office Tanzania

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**TO NONE WILL WE DENY SERVICE
TO NONE WILL WE DELAY SERVICE
TO NONE WILL WE PERVERT SERVICE**

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).



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.

EXECUTIVE COMMITTEE

President

Mr. John Mitala,

Head of Public Service and Secretary to Cabinet, Government of Uganda

Deputy President

Mr. Tlohang Sekhamane,

Government Secretary
Head of Civil Service & Cabinet Secretary
Government of the Kingdom of Lesotho

Vice-President, West Africa

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The Permanent Secretary
Manpower Development Office
Presidency, Government of the Federal
Republic of Nigeria

Vice-President, Central Africa

Mr. P. V. Ngambo Fondjo

Chargé de Mission, Secrétariat Général
Présidence de la République du Cameroun

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Ministry of State for Public Service
Office of the President
Government of Kenya

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Permanent Secretary, Cabinet Office
Government of Zambia

Vice-President, North Africa

Vacant

Patron

Hon Dr. Pontso M. Sekatle

Minister of Local Government
Government of Lesotho

Secretary General

Dr. Yolamu R. Barongo

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 Institute, 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 Publication, 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.

Interested in joining AAPAM ?

Please see the membership application form and information about the structure of subscription on Page 15 of this newsletter.

AAPAM COUNCIL

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

THOSE ELECTED ARE TO SERVE FOR THREE YEARS FROM DECEMBER 2005

INVITATION TO THE 29TH AAPAM ROUNDTABLE CONFERENCE

MBABANE, SWAZILAND, 3 – 7 SEPTEMBER 2007



As announced in the last AAPAM Newsletter No. 66, the 29th AAPAM Annual Roundtable Conference is due to be held in Mbabane, Swaziland, 3 – 7 September 2007 and hosted by the Government of the Royal Kingdom of Swaziland. The following is an abridged Aide Memoire for the Conference.

LEADERSHIP AS A CAUSE AGENT

At the 28th Roundtable Conference of the African Association for Public Administration and Management (AAPAM) held in Arusha, Tanzania, 4th-8th December, 2006, the AAPAM Council and Members of the Association decided to dedicate the 2007 Conference to the theme: **Political and Managerial Leadership for Change and Development in Africa.**

The central role played by effective political leadership in achieving progress of nations when backed by an equally capable and strongly led bureaucracy is well appreciated. Nations that have broken through the glass ceiling of development in recent years demonstrate

a unique combination of visionary, just, and competent political leadership and professionally led public services.

The Conference will, therefore, explore the key elements of effective leadership; how this has been nurtured in other regions and emerging economies in Africa; and the ways that leadership at both the political and bureaucratic levels could be enhanced to accelerate positive change in Africa.

CHALLENGES TO LEADERSHIP IN AFRICA

The development challenges that face Africa include:

- Eradicating extreme poverty and hunger
- Providing basic education for the population
- Reducing child and maternal mortality
- Promoting gender equity
- Controlling the spread and impact of HIV/AIDS

- Halting the destruction of the environment.

Sub-Saharan Africa (SSA) is the only major region in the world in which these minimum goals are unlikely to be achieved by the year 2015.

Today, only few countries, like Mauritius, have made it to the list of 63 countries classified as having high human development index (HDI) of above 0.8 out of a total of a possible level of 1 indicated in the UNDP's Human Development Report of 2006. Despite the progress made by some countries in the region in the last decade and half, the stark reality remains that all of the 21 countries out of a total of the 177 that were ranked to have low human development index of below 0.500 were, with the exception of Yemen and Haiti, from Sub-Saharan Africa. These include countries like Zimbabwe, Nigeria, Angola and Cote d'Ivoire which, in the past, held great promise for development.

Whether in Africa or South Eastern Asia commentators seem to agree that the critical factor in the turn around of

countries is much less than that of resource endowment. The key factor lies in the quality of leadership in the country. It is now widely believed that: "Leadership is cause; everything else is effect".

When issues of leadership are highlighted, political leadership looms highest in the minds of many; for good reasons. Political leadership plays a great role in shaping the national vision and overseeing the elaboration of strategies and the agenda that bring about the realization of that vision. However, observers of the rise and fall of nations know that behind every successful political leadership is a strong, dedicated and high performing managerial and bureaucratic leadership that provides quality think tank services, policy analysis and formulation, contextually relevant programme formulation and the effective implementation of quality service delivery.

FOCUS ON THE LEADERSHIP FACTOR FOR CHANGE AND DEVELOPMENT

There is, therefore, the need for public administration practitioners to explore the modalities of enhancing the role of political and managerial leadership that is essential to foster change and development in Africa. In the light of that, the AAPAM Council decided that the 2007 Conference should provide a forum whereby delegates would have opportunity to engage themselves and interact with invited political and bureaucratic leaders in a hearty discourse about change and development in Africa.

ROUNDTABLE OBJECTIVES

The 29th AAPAM Roundtable Conference in Swaziland will have the following objectives:

- Appraise delegates with recent scholarship and key elements in leadership effectiveness.
- Examine the relative and complementary roles of the political and bureaucratic/managerial leadership in nation building.
- Examine the lessons presented by countries that have undertaken

major positive development change in recent times, both in Africa and elsewhere, and the role played by leadership in these changes.

- Provide a platform for the exchange of views between invited political and senior public sector managers in Africa.
- Examine best practices as well as lessons learnt from cases of failed political and managerial leadership.
- Discuss a possible agenda for improving leadership quality and effectiveness, including enhanced elected-bureaucratic leadership interface.
- Explore ways to strengthen leadership capacity development in the African public services.
- Further explore the Leadership-Public Sector Delivery-Development nexus.

EXPECTED RESULTS/OUTPUTS

It is expected that at the end of the Conference the meeting would produce the following outputs:

- Relative and complementary roles of political and bureaucratic/managerial leadership in nation building thoroughly examined.
- Thorough examination of lessons from countries that have undertaken major positive development change in recent times, presented and shared with participants.
- A platform for the exchange of views between political and senior bureaucrats in Africa provided.
- Best practices as well as lessons from failed cases of political and managerial leadership learnt and examined.
- Possible agenda for improved leadership quality and effectiveness discussed and adopted.
- Detailed guidelines for strengthening the leadership of African Public Sectors, discussed and adopted.
- Further exploration of Leadership-Public Sector Delivery – Development nexus carried out and Recommendations made.

ROUNDTABLE SUB-THEMES

In pursuit of the stated objectives and expected outputs, the following Roundtable Themes shall be addressed:

Leading issues in political and bureaucratic leadership and their roles in change management at

both institutional and national development levels

This topic is to be led by a paper presenter and at least two discussants.

Overview of the Experience of the Role of Leadership in Newly Industrialized Countries and Emergent African Countries

This sub-theme is to be managed along the lines of 6.1 above.

The Practice of political and bureaucratic leadership in Africa.

This sub-theme will take the form of panel discussions led by invited panelists of former and serving Ministers and Parliamentarians and Heads of Public Services.

Lessons and Country Experiences

Formal papers by delegates are expected to cover the following sub-themes.

- Best practices of political and bureaucratic leadership
- Leadership failure and Leadership Substitutes/ Neutralizers
- Elected-Bureaucratic Leadership Interface
- Leadership and service delivery
- The role of political and/or managerial leadership in service delivery will be explored under this sub-theme.

SPONSORSHIP

Participants, including paper writers will be expected to arrange their own sponsorship funding. However, if assistance from donor agencies becomes available, AAPAM will cover the cost (economy return air ticket, per diem and registration) of a limited number of individuals, particularly the resource persons. Preference will be given to those commissioned to present overview papers. Please write to the Secretariat for information on the matter.

CONFERENCE DATES

The Roundtable is scheduled to take place from **3rd to 7th September, 2007**. 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.

CONFERENCE VENUE

The Conference shall be held at the **Royal Swazi Sun Convention**, Ezulwini Valley, Mbabane, Swaziland.

HOTEL ACCOMMODATION

The following places are available for accommodation of delegates. All rates include bed and breakfast.

1. Royal Swazi SPA: (Conference Venue)

Single	E1 125.00	US \$156
Double	E1 240.00	US \$172
Standard Suite	E2 050.00	US \$285

Rating: 5 Star

Physical Address and Postal

Ezulwini Main Road
Mbabane – Manzini
P/B Ezulwini
Swaziland
Tel: +268 416 5000
Fax: +268 416 1859
E-mail: swazisun@sunint.com.za
Website: www.suninternational.com

2. Ezulwini Sun

Double	E643.00	US \$89
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Rating: 4 Star

Physical Address and Postal

Ezulwini Main Road
Mbabane – Manzini
P.O. Box 123
Ezulwini
Swaziland
Tel: +268 416 6000
Fax: +268 416 1782
E-mail: ezulsun@sunint.co.za
Website: www.suninternational.com

3. Lugogo Sun

Single	E549.00	US \$76
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Rating: 3 Star

Physical Address and Postal

Ezulwini Main Road,
Mbabane – Manzini
P.O. Box 195
Ezulwini
Swaziland
Tel: +268 416 4000
Fax: +268 416 1111
E-mail: lugsun@sunint.co.za
Website: www.suninternational.com

Note: Ezulwini Sun and Lugogo Sun are closer to the Royal Swazi Spa – the venue of the Conference

4. Happy Valley

Single		
(Sunday – Thursday)	E292.00	US \$41
(Friday & Saturday)	E410.00	US \$57
Double	E205.00	US \$29

Rating: 1 Star

Physical Address and Postal

3km from Royal Swazi Sun in Ezulwini,
Manzini direction
P.O. Box 5
Ezulwini
Tel: +268 416 1061
Fax: +268 416 1050
E-mail: happyvalley@africaonline.co.sz

CONFERENCE INFORMATION

REGISTRATION

The Conference Registration fees are as follows:

Membership Status	Applicable fees if paid before 31st July 2007	Applicable fees if paid at conference venue
Member	US\$220.00	US\$270.00
Non Member	US\$270.00	US\$320.00
Accompanying Person	US\$120.00	US\$ 170.00

5. Mountain Inn

Single		
(depending on view)	E580.00	US \$81
	E635.00	US \$88
	E650.00	US \$90
Double		
(depending on view)	E700.00	US \$97
	E780.00	US \$108
	E795.00	US \$110

Physical Address and Postal

Princess Drive,
Mbabane
P.O. Box 223
Mbabane
Tel: +268 404 2781
Fax: +268 404 5393
E-mail: mountaininn@realnet.co.sz
Website: www.mountaininn.co.sz

6. Royal Villas

King suite	E950.00	US \$132
Queen suite	E850.00	US \$118
Junior Suite / Standard Room	E650.00	US \$90

Rating: 5 Stars

Physical Address and Postal

Old Mbabane – Manzini Road
P.O. Box 511
Ezulwini
Tel: +268 416 7035
Fax: +268 416 2072
E-mail: reservations@royalvillas.sz
Website: www.royalvillaswaziland.com

NOTE: Delegates are requested to note the following:

1. There are other places, besides those that are indicated here, where delegates may be accommodated. Please contact any of the three members of the National organising Committee for further information and reservation.
2. Delegates may make reservations directly with the hotels of their choice with copies to the National Organizing Committee and the AAPAM Secretariat.
3. Hotel and travel bookings should be made early, **preferably by 31st July 2007**, to facilitate the availability

of the Royal Swazi Airways (the Swaziland National Airline) that services the Johannesburg – Manzini route.

NATIONAL ORGANISING COMMITTEE

Any of the following members of the National Organizing Committee may be contacted for further details on the Conference and accommodation arrangements:

1. Mr. Cyril J.M. Kunene: The Principal Secretary (Ministry of Public Service and Information)
Telephone: (00268) 4043521
Cellphone: (00268) 6062901
E-mail: psmopsi@gov.sz
2. Mr. Patrick N. Muir: The Under Secretary (HRPD)
Telephone: (00268) 4043521
Cellphone: (00268) 6063706
E-mail: hrpd@realnet.co.sz
3. Mr. Mpendulo Mazibuko: Acting Principal Human Resource Officer (HRPD)
Telephone: (00268) 4043521
Cellphone: (00268) 6428728
E-mail: hrpd@realnet.co.sz

ROUNDTABLE ENQUIRIES

Further information on the 29th Roundtable Conference can be obtained from the AAPAM Secretariat at the following address:-

**The Secretary General
African Association for Public
Administration and Management
Britak Centre, Ragati/Mara Roads
P.O. Box 48677, 00100 GPO
NAIROBI, Kenya.
Tel. +254 020 2730505, 2730555
Fax: +254 020 2731153
Email: aapam@aapam.org**

Please also visit the AAPAM Website: www.aapam.org for more information about the Conference.

AAPAM YOUNG PROFESSIONALS VISIT IPAC HEAD OFFICE



From 26th February to 2nd March 2007 two AAPAM Young Professional namely, *David R.J. Walugembe* from Uganda and *Suzanne J. Magoti* from Tanzania undertook a study mission at the Institute of Public Administration of Canada (IPAC) in Toronto, Canada, which included attendance of the New Professionals Conference that was hosted by IPAC. Below is a report on their study mission and conference.

OBJECTIVES OF THE STUDY MISSION AND CONFERENCE

The main objective of the study mission and conference was to provide an opportunity for the AAPAM Young Professionals to meet with their counterparts, share ideas and best practices and network with other new professionals and senior managers from across Canada's public sector.

The Objectives of the Study Tour

- (i) Bringing together emerging leaders in the public sector to generate ideas for a new public service.
- (ii) Building professional networks by providing an opportunity for new public servants to share experiences, best practices and new knowledge.
- (iii) Enabling new professionals' participation in Good Governance Programme activities to demonstrate their increased knowledge and capacity in the areas of leadership, decision-making skills, and managerial skills as well as the effective and efficient performance of duties.

CONFERENCE THEME

The theme of the conference was **"Mind the Gap: The Changing Face of the Public Service"**. It had several informative sessions that support the objectives of the AAPAM-IPAC partnership under the CIDA-funded **Good Governance Programme**.

THE STUDY MISSION: EXPERIENCES AND LEARNING POINTS

New Professionals Session and Lunch

At this session that was chaired by the Director of Research at IPAC, Ms. Wendy Feldman, we had interesting discussions and comparative exchange of experiences regarding our choices for joining the public service, our aspirations and the challenges we face in our respective systems. We talked about the non-financial factors that motivate the public servants. The discussions also ventured into the issues of mentoring within the public services. At the same session, we shared with the Director of Research, about IPAC and its research function, the public sector management publications that contain very thought provoking research findings, literature and ideas for practitioners, researchers and

academia. These can be accessed online at www.ipaciapc.ca.

The Executive Director of IPAC, Mr. Gabriel Sékaly gave us an overview of IPAC, its vision, mission, objectives and activities. He informed us that IPAC and AAPAM have a partnership aimed at supporting public sector management research and excellence in both the developed and developing countries. He also informed us about the IPAC structure and Awards as well as IPAC's role in developing new professionals.

We interacted and exchanged ideas with three groups namely; (i) members of Tomorrow's Ontario Public Service (TOPS) Executive Committee, (ii) the Manager of Policy Information at the Executive Council Office, Government of Ontario and (iii) the New Professionals working with the office of the Chief Information and Privacy Office, Ministry of Government Services, Government of Ontario.

Tomorrow's Ontario Public Service (TOPS)

Tomorrow's Ontario Public Service (TOPS) is one of the Young Professionals' networking initiatives in Ontario, Canada. It is a forum of young and new professionals in the Ontario Public Service. It is a key partner in the internal delivery of strategy as well as a conduit for identifying and implementing suitable learning and development opportunities. Canada25 is another networking initiative for new professionals operating at the federal level. It is a non-partisan organisation dedicated to engaging the perspectives of young Canadians living around the world in Canada's public policy debates. We were further informed that there were other youth groups around Canada focused on providing a platform for sharing experiences, networking and exchanging ideas or mentoring new entrants. These include the Victoria New Professionals' Network, Government of British Columbia, GoverNext, from Nova Scotia, Saskatchewan New Professionals' Network and the Environment Canada Action Network.

Role of Information Management in Policy Planning and Management

Accurate information facilitates effective policy, planning and management. We had a session led by Mr. Scott Bolton, Manager, Policy Information, Executive Council Office, Government of Ontario. He took us through the MOSAIC Database, which helps in the management of all agenda items discussed during the Cabinet meetings. He also exposed us to the Commitment Tracking System that captures all undertakings (manifestos) by the Government. It facilitates the review, monitoring and evaluation processes. Using this tracking system, the Government is constantly reminded of its promises to the citizens. He informed us about the Pink note, which is used to give advice to cabinet.

New Professionals in Strategy and Policy Office

We had discussions with the New Professionals working in the Office of the Chief Information and Privacy Officer, Government of Ontario. We shared experiences regarding some of the government policies and legislation relating to information management. We were informed about the Freedom of Information and Privacy Association (FIPA), a non-profit society dedicated to advancing freedom of information and privacy rights in Canada. We also learnt more about the Freedom of Information Act (FOI). We shared experiences about the challenges the New Professionals encounter while working in the Office of the Chief Information and Privacy Officer. We shared some of the strategies they are embarking upon to deliver their expected outputs.

Overview of the Ontario Legislative Process and tour of the Legislature

During the guided tour of the legislature, we met the Parliamentary Interns (Young Professionals) and had a roundtable discussion where we discussed interesting issues pertaining to how one becomes an intern in the legislature, what they do during their internship and its impact on

their choice of careers as well as the challenges they encounter.

THE NEW PROFESSIONALS CONFERENCE

The Conference

Mind the Gap: The Changing face of the Public Service Conference started on Thursday 1st March 2007 and ended on Friday 2 March 2007. Presentations were by speakers from the industry, government policy makers as well as academic researchers from the talent management sectors.

The key themes of the conference were mainly aimed at:

- (i) How the professionals are being engaged in the public service.
- (ii) Why talented employees join and leave organizations.
- (iii) Retention strategies that go beyond pay, benefits and recognition programs to create a culture of commitment.
- (iv) The attraction and retention of equity seeking groups (including people with disabilities).

We presented our papers: David's was on **Engaging Employees in the Public Services- Best Practices and Future Possibilities** and Suzanne's was on **Mind the Gap: The Changing Face of the Public Service. Getting 'em in and Keepin' 'em Happy**. Copies of the presentations and other conference papers can be downloaded from the conference website <http://www.ipac.ca/NP2007/index.html>.

Learning points

There were several learning points from the conference:

- (i) Public services need to change and go deeper by defining the specific services they offer.
- (ii) Public Service renewal should begin with a reflection of how concerned are about the things we do, what motivates us to do them, why we are doing them and for whom are we doing them?

- (iii) People management skills are an essential component of public service renewal.
 - (iv) What we give to public service determines what public service gives back in return.
 - (v) The need to recognize that new professionals are leaders and therefore should participate actively in the good governance programs.
 - (vi) Public Services need to refocus on recruiting talent, promoting innovation and investing further in talent management.
 - (vii) As new professionals we need to always stand by our values and always remain focused on contributing towards positive change wherever we work.
 - (viii) Public Services should take pride in having access to decision makers and should therefore use this advantage to deliver effective services that positively impact on the lives of the citizens.
 - (ix) There is need to have pronounced talent management strategies to effectively mind the gap caused by the changing face of public services.
 - (x) Formal talent management programs enable management to identify the exact outputs that management really needs out of the programme.
 - (xi) There is always need to ask people what they want to do so as to retain their interest and commitment to the organizational values-Retention strategy.
 - (xii) Learning, especially team learning, being community practitioners, relationships, creating space, being systems thinkers, accountability and effective communicators are the seven ideas that could change the public service leadership.
- (ii) Change management processes amongst public servants are greatly hindered by the motivation factors that include among others: pay, unclear career development systems and processes, reward and recognition schemes and a bureaucratic culture due to fixed attitudes and rules and regulations that do not match the demands of the changing times.
 - (iii) As public services concentrate on developing the young and new professionals, there is need to mind the mid-term career professionals so that they do not seem threatened or forgotten but instead integrated into the process of minding the gap.

OBSERVATIONS AND ACTION POINTS FROM THE STUDY MISSION AND CONFERENCE

Following the study mission and conference discussions, we observed and appreciated the fact that the Canadian Young Professionals' networks are more sound and proactive hence the need to benchmark with them.

The Role of Young Professionals' Networks in Effective Delivery of Public Services

- (i) Young Professionals' networks create a safe space to demonstrate the skills and competencies that young professionals have to deliver change.
- (ii) Young Professionals' networks are an avenue for mentoring and coaching as well as leadership development.
- (iii) The objectives of the Young Professionals' network should be linked to the organizational and national objectives.
- (iv) Young Professionals' active engagement in community affairs positively impacts on the image and perception of public services.
- (v) Young Professionals have a big role to play in good governance and the effective delivery of public services.

Challenges

- (i) Public Services world over suffer a brand problem – there is need to rebrand the image of public services so as to improve the perception especially amongst the potential young and new professionals- attraction strategy.

The Need to Revamp the AAPAM Young Professionals' Network

With the above observations, we realize the need to revamp the AAPAM Young Professionals' network to make it a network of dedicated, committed and supportive volunteers. This requires the support and understanding of our respective leaders at the places of work, the AAPAM Executive and Secretariat who have been very supportive and we request that they continue helping us to achieve this objective.

Strategies for revamping AAPAM Young Professionals Network

Integration of AAPAM Young Professionals into the AAPAM Local Chapters

Identifying fellow young professionals in the respective Ministries, Departments and Agencies where we work would be an ideal strategy of securing and holding the interest of new members.

Streamlining the objective and marketing of the Young Professionals' activities

Streamlining and marketing (publicizing) the objectives and activities of the Young Professionals' networks would be a sure way of sustaining the commitment and engagement of the new members as well as securing the support of the senior members.

Establishing sound collaborative efforts between or amongst outstanding local chapters.

Upon integration of the Young Professionals into the local chapters, the next step would be to establish collaborative efforts between or amongst outstanding young professionals' networks across the continent. The vibrant local networks would provide a basis for international networking and exchange of ideas.

The role of senior stakeholders

Among the stakeholders that would guide, advise and support these initiatives are:

AAPAM Executive and Secretariat. Senior Management Teams of the respective organizations- Permanent Secretaries, Directors and Commissioners Heads of Personnel

AAPAM AWARD FOR INNOVATIVE MANAGEMENT COMPETITION

The AAPAM Award for Innovative Management was among the five categories of awards in the AAPAM Awards and Recognition Programme that was launched at the 27th AAPAM Roundtable Conference that was held in Livingstone, Zambia, 5 – 9 December 2005. The first of this award is to be presented to the winners at the 29th AAPAM Roundtable Conference due to be held in Mbabane, Swaziland, 3 – 7 September 2007. The selection of the winners is through a process of competition. Following a call for entries in the competition that was sent out in October 2006 to various ministries, departments, organizations and institutions in the African Public Services, seventeen submissions were received at the AAPAM Secretariat. These submissions are to be evaluated and adjudicated by an independent jury of experts in the public sector management to determine the winners that will receive the award in Mbabane in September. Below are summaries of the submissions that have been entered in the competition.

BRIEF SUMMARIES OF THE SUBMISSIONS

PERMANENT SECRETARIAT FOR ADMINISTRATIVE REFORM (CAMEROON)

SIGIPES (The Computer System for the Integrated Management of State Personnel and Salaries)

Between 1980 and the later part of 1990, Cameroon like many other African countries, was suffering enormously as a result of the economic crisis. This led to the dysfunction of the state machinery which also gave rise to many ills, corruption and laxity in the treatment of files, resulting from the poor

handling of the files. (Some Civil Servants would carry their files from one ministry to another and from one structure to another). During this transportation many wrong things would occur, for instance; duplicity of already signed documents, change of names, multiplicity of salaries etc. This malaise did occur because of too much centralization of procedures in the Ministry of Finance and the Budget for the payment of salaries, on the one hand, and the Ministry of the Public Service and Administrative Reform for the treatment of files of personnel, on the other. This system was seen as not producing the goods of Good Governance by the power that be. Thus there was an urgent need for a change of the old order.

To remedy the above situation, by 1998 the state decided to set up a National Programme on Good Governance. This, with the aim of modernizing public services as diagnosed during the drawing up of the National Programme on Governance (NPG), it was agreed that there was urgency in creating a flexible, diligent, and transparent institutional and legal frame-work of state personnel management. This preoccupation was the basis of the Reform on the devolution of state personnel and the management of salaries which aimed at answering the following: How can maximum autonomy and responsibility be given to ministries to enable them manage their own human resources in order to meet the demands of flexibility and diligence while maintaining coherence in government action as concerns the career and salaries management of government employees in a transparent manner? With the above questions in mind, some strategies had to be adopted in order to facilitate and realize the project concretely. To achieve this, emphasis was laid on three dimensions:

- Responsibility/imputability of ministries in the use of the

budget allocated for expenditure on personnel following the new budgetary specifications;

- Liberating initiatives in the management of human resources placed at the disposal of each ministry with the aim of strengthening the “mission means” link.
- Coherence and homogeneity in government policies and programmes of action concerning state human resources management while respecting the principles of transparency, justice and equity which correspond with the general rules of the Public Service.

Thus the reform was aimed at alleviating the sufferings of the state employees by giving them quality service through “SIGIPES” with the following objectives: - Effectiveness in the treatment of files; Efficiency in the treatment of files; Relevance of service delivery; Respect of professional ethics.

TEACHERS SERVICE COMMISSION (KENYA)

Payment of Salaries through Electronic Funds Transfer (EFT) System and Postal Corporation of Kenya (PCK).

The Teachers Service Commission (TSC) is one of the Semi-Autonomous Government Agencies under the Ministry of Education. It was established in 1967 through an Act of Parliament and mandated to perform teacher management functions that include registration, recruitment, deployment, remuneration, promotion, discipline of teachers and maintenance of teaching standards.

Currently, the TSC provides services to 235,000 teachers distributed in over 22,000 educational institutions across the country. This makes the TSC the largest single employer in the East African region. It handles Kshs 68.5 billion (US\$ 979 million) per

annum – or Kshs 5.7 billion (US\$ 81 million) per month – in Personal Emoluments. This translates to 70% of the annual budget of the Ministry of Education, and 16% of the country's national budget.

The large workforce has posed operational and management challenges over the years; and one of these challenges included perpetual delays in payment of salaries. When the TSC declared its Service Charter in 2000, one of the key commitments was to pay teachers' salaries by the last day of the month. This was after the realization that teachers were wasting so much teaching time traveling to pay points only to be turned back because salaries had not been received. Others would wait at the pay centres for up to one week before going back to school after receiving payment.

This submission singles out payment of salaries through the Electronic Fund Transfer (EFT) system and the Postal Corporation of Kenya (PCK) as one of the key reform initiatives undertaken by the TSC towards improvement of service delivery. The management and processing of the TSC payroll has been one of the most challenging functions due to the huge size of the workforce, manual processes, data corruption and geographical distribution of teachers.

The purpose of the change was to enable the TSC pay salaries and allowances by the last day of the month

The EFT system of salary payment has significantly enhanced efficiency in service delivery at the TSC, as well as increasing teacher-pupil contact time, thus contributing to improved quality of education. This innovation could be adopted by other organizations with a view to improving efficiency.

KENYA INSTITUTE OF ADMINISTRATION (KENYA)

Conversion of KIA Operations from Process Oriented (Civil Service Style) To a Business Orientation

The Kenya Institute of Administration (KIA) is a public management development Institute (MDI)

established by the Government of Kenya in 1961. The Institute was a government department in the Office of the President. KIA was made a state corporation in 1996 through the Kenya Institute of Administration Act (No. 2 of 1996). It is under the Ministry of State for Public Service.

The Institutes main functions and mandates are to provide training, research and consultancy services on a commercial basis, which are designed to promote national development and standards of competence and integrity in the Public Service. The training should also promote a culture of decency, honesty, hard work, transparency and accountability among the public servants

The new KIA, a State Corporation, retained the already existing employees, policies, systems and procedures. The working culture was such that employees waited for participants to be sent by the Government for training. If there were no participants, the Government still paid salaries and met all other expenditure.

But now it was necessary to change the working culture. The Government was giving only limited support. Employees had to generate revenue to pay their salaries, recurrent expenditure and even for capital development. The attitude of employees too had to change. It was necessary to cultivate teamwork, a higher sense of responsibility and ownership. Business development and marketing strategies had either to be formulated from scratch, or undergo a significant change, so that the workforce adopted a business orientation.

Henceforth, it had to generate its own revenue and fulfill the expanded mandate of providing training, research and consultancy services that would improve service delivery in the entire public service.

PASSPORT AND IMMIGRATION OFFICE (MAURITIUS)

Towards A World Class for Providing Passport and Immigration Services

Passport and Immigration Office is a branch of the Mauritius Police Force, which is under the command of the Commissioner of Police.

Prior to 1994, the Passport and Immigration office was situated at the Immigration Square, Port Louis and was manned by civilians. In the year 1954, the Police took over the charge of the Passport and Immigration Office and an office was set up inside Line Barracks and was manned by Police Officers. In January 1999, the Passport & Immigration Office was relocated in a modern office, at Sterling House, Lislet Geoffroy Street, Port Louis. This has led to improvement at all the levels specially, customer service, and better working environment.

The control of visitors, issuance of passports and all related matters were previously performed manually. An online computer system was introduced both at the Passport & Immigration Office, SSR International Airport and Harbour in 1992.

In line with the recommendation of the International Civil Aviation Organisation, the Passport & Immigration Office introduced the MRP (Machine Readable Passport) in September 1993. This system enables the automatic capture of data from a passport, and has improved the quality of the service to the public as well as to increasing productivity.

MINISTRY OF FOREIGN AFFAIRS, INTERNATIONAL TRADE AND COOPERATION (COOPERATION DIVISION) (MAURITIUS)

Improved Communication

This paper provides an overview of the Cooperation Division, its mandate, vision and challenges. The paper defines innovation as:

A process of reflection on, planning and implementation of a new initiative which could be in terms of products, services or knowledge that applies to a given context (such as individual, organisation, society) and addresses a need or brings improvement. An action giving rise to a new idea, process or product for which there is a useful application; and a new process modernizing the existing one and providing additional benefits. The paper indicates that the innovative

measures were forcibly taken to face the regional and international challenges facing the economy. Through the innovative process, the staff have been empowered and the work load equitably distributed with efficient monitoring. The paper also evokes the initiatives taken towards innovation including, inter alia, added transparency, on-line training, setting up of new institution and organization of regional conference.

THE COMPANIES DIVISION UNDER THE MINISTRY OF FINANCE AND ENVIRONMENT DEVELOPMENT (MAURITIUS)

Companies Division means Business

The Companies Division has not only adopted the concept of 'moving data to people' but also 'Putting people first'. Thus moving forward and being responsive to the needs of the customer and to increase efficiency and effectiveness in service delivery require more than a set of sound and well intentioned policies. To that end, the Companies Division is therefore committed to uphold respect and integrity in its dealings with customers. Communicating decisions and increasing customer satisfaction have proved that the customer is confident in the service offered. Innovations in the technological field have proved to be a success and under good leadership, the Companies Division and its customers have adapted to these changes.

ADMINISTRATIVE REFORMS DIVISION, MINISTRY OF CIVIL SERVICE AND ADMINISTRATIVE REFORMS (MAURITIUS)

Spearheading Administrative Reforms through an Innovative Package

In line with the overall vision of Government to turn Mauritius into a modern nation which can

successfully compete in the global market so as to continuously develop and improve the quality of life of its citizens, the Ministry of Civil Service and Administrative Reforms aims at creating a modern and efficient public service, ensure good governance and achieve excellence in the delivery of public services.

The Ministry of Civil Service and Administrative Reforms has been vested inter-alia with the responsibility of spearheading Administrative Reforms so as to enable the delivery of timely and quality services to the public.

Therefore in line with its objectives, the Administrative Reforms Division is spearheading administrative reforms within the Civil Service of the Republic of Mauritius through an innovative package made up of customer care and quality management initiatives to develop a culture of excellence, one that is performance based, results oriented and customer centric. The package is bearing fruits since a marked improvement has been registered in those public sector organizations where they have been implemented.

SOUTH AFRICAN POLICE SERVICE (SOUTH AFRICA)

Rural Mobile Community Service Centre

Improving service delivery also calls for a shift away from inward-looking, bureaucratic systems, processes and attitudes, and a search for new ways of working which put the needs of the public first, better, faster and more responsive to the citizen's needs. It also means a complete change in the way that services are delivered. The objectives of service delivery therefore include welfare, home affairs and health

The introduction of a service delivery improvement programme cannot be achieved in isolation from other fundamental management changes within the Public Service. It must be part of a fundamental shift of culture whereby public servants see themselves first and foremost as servants of the citizens of South Africa, and where the Public Service is managed with service to the public as its primary goal.

The Mobile Community Service Centre answers the above challenge

and it is evident by the reception of the communities that service delivery is truly enhanced.

NATIONAL EMERGENCY RESPONSE COUNCIL ON HIV/ AIDS (NERCHA) (SWAZILAND)

Swaziland's Innovative Community-Based Response to HIV and AIDS

The small southern African nation of Swaziland, with a population of just more than 1 million people, has the highest recorded HIV prevalence in the world. There are approximately 200,000 people living with the disease in the country.

HIV is ravaging the people of Swaziland, shaping the lives of not only those that are infected, but of their families, friends, neighbours and communities. It has decimated national capacity, carving out a generation of young, productive citizens that were once teachers, nurses and family breadwinners. Food insecurity threatens thousands of families and self-sufficiency in food has declined from 60% to 40% over the last three years. HIV has impacted on the nation's economy as well as reversing decades of progress in Swaziland's national economic objectives.

From this, it is clear that AIDS is a crisis that must be treated as an emergency. New thinking and creative initiatives are essential to mobilize entire communities to respond to the epidemic. The National Emergency Response Council on HIV and AIDS (NERCHA), together with several government ministries, focused their attention on impact mitigation for OVC with energy and commitment. Through NERCHA, the country established innovative community-based initiatives founded on traditional Swazi practices. These measures, rooted in community ownership, strengthen and deepen Swazi culture while bringing a creative, effective response to the growing numbers of Orphaned and Vulnerable Children.

NATIONAL HOUSING AND BUILDING RESEARCH AGENCY (NHBRA) (TANZANIA)

Research on Low Cost Housing Using Local Resources

The National Housing and Building Research Agency (NHBRA) is a semi autonomous Government Executive Agency under the Ministry of Lands, Housing and Human Settlements Development responsible for research on low cost housing.

Formerly NHBRA was a department in the same Ministry offering free services to the public. Due to government reforms the department was changed to an executive agency for the purpose of delivering its services efficiently and effectively

There is an increasing demand for low cost housing. The need is even more for community re-development projects resulting from environmental disasters or as a component of economic reform programmes, focusing on employment creation, income generation, capacity building, and enterprising development at community level so as to attain MDGs

NHBRA's emphasis is to spread the basic construction techniques and technologies to reduce the cost of house construction. Efforts have been made to introduce the dry bond construction technologies for wall construction and the use of Natural fibre reinforce concrete tiles for roofing purposes. These two are easily adaptable at all levels.

Thus the aim of the National Housing and Building Research Agency (NHBRA) is to improve the standards of human shelter and the quality of life for rural and urban communities.

THE BUSINESS REGISTRATIONS AND LICENSING AGENCY (BRELA) (TANZANIA)

Reduction of the Roadmap to Access the BRELA Services

Mandated with role to Register Companies and Business Names.

One of the major problems which was the source of many complaints from the users of that service was the uncertainty of the time span from the lodging of the application for, say, registration of a company to receiving the relevant certificate.

Before the reforms it could take an unspecified number of days or even months to get a certificate of incorporation of a company.

A strategic intervention was therefore necessary to avert that situation and to deliberately reduce the roadmap and create and maintain certainty.

The immediate steps taken included the review of the whole procedure with a view to establishing the statutory requirements and the non statutory ones, and also to determine the purpose of each requirement.

With consultations with BRELA regular users of the service (which was itself an innovative measure by the new management) a review was undertaken and it was revealed that all the statutory requirements were backed up with clear rationales and could easily be met. The problem was with non-statutory requirements which were later discovered to be introduced gradually by the staff and did in fact serve no purpose at all apart from intensifying the red tape and the breed of corruption.

The Management decided to scrap off all those no purpose requirements the results were quite tremendous. The time needed to incorporate a company is at the moment three to five days, maximum, after lodging the application.

THE BUSINESS REGISTRATIONS AND LICENSING AGENCY (BRELA) (TANZANIA)

Bridging of the Communication Gap between BRELA and Customers

Communication between BRELA and its customers, the users of its services, has for quite sometime been a serious problem. While BRELA needs to expand its customer base and reach more people to ensure that its services are not only known but also accessed by any one who wishes to use those services, the major impediment was communication.

Deliberate steps were therefore necessary to strategically devise ways which would either wipe out that problem altogether or at least mitigate it.

One of the ways which immediately came to the minds of the Management was to construct a website in which to post all BRELA products and on how to easily access such products.

The website was designed and hosted in 2002.

THE BUSINESS REGISTRATIONS AND LICENSING AGENCY (BRELA) (TANZANIA)

Intellectual Property Awareness Campaigns – Tanzania Context

One of the major impediments against the development and subsequent exploitation of intellectual property in Tanzania for its economic and cultural development is lack of awareness on the potential which intellectual property could provide in that respect.

BRELA in collaboration with the Commission of Science and Technology (COSTECH) convened a stakeholders meeting in 1999 where it was resolved to establish an Intellectual Property Forum.

The objective of the Forum was among other things, to establish a common platform for all intellectual property stakeholders to discuss issues pertaining to the development of intellectual property in Tanzania.

The outcome of this project is the enhanced level of intellectual property awareness among Tanzanians which could be assessed by the level of general understanding of the whole concept of intellectual property in Tanzania.

THE BUSINESS REGISTRATIONS AND LICENSING AGENCY (BRELA) (TANZANIA)

Intellectual Property Advisory Services and Information Centre

Studies have established the fact that almost 95% of all published technical information worldwide is in patent

documents and is available free of charge in Patent offices and in the internet. BRELTA as a Government Executive Agency responsible for Intellectual Property, which includes the promotion of that sector in Tanzania, considered it important for Tanzania researchers in the Research and Development Centers, Universities and other Tertiary institutions to have a way on how to be exposed to the Patent Documents and consequently have access to that invaluable information.

The World Intellectual Property Organisation (WIPO) was requested to assist in the establishment of a facility where Tanzania Researchers could have access to the patent documents. WIPO is currently assisting to establish an ADVISORY SERVICES AND INFORMATION CENTRE at the COSTECH which is an umbrella institution for R & D as a response to BRELTA request.

The facility which is the first of its kind, in the Sub-Saharan Africa except South Africa, will be open to all researchers, technology developers and industrialists who would be able to get the information that they need.

TANZANIA FOOD AND DRUGS AUTHORITY (TANZANIA)

Development and implementation of Quality Management System based on ISO 9001:2000

TFDA is established as an Executive Agency under the Ministry of Health and Social Welfare as part of the implementation of Public Service Reforms Programme. The ultimate goal is to enhance efficiency and effectiveness in providing services to the public.

Realizing weaknesses in its service delivery systems and processes, TFDA has adopted quality management system based on ISO 9001:2000. This innovative management approach aims at guiding the Authority in improving performance through defining and documenting service delivery systems, processes and procedures. To this end, standard operating procedures are developed and followed. A system of monitoring compliance through regular audits and corrective actions is envisaged

with the resultant improved service delivery. The overall goal is to meet customer needs and expectations hence improve their satisfaction and organization performance.

LIVINGSTONE INSTITUTE OF BUSINESS AND ENGINEERING STUDIES (ZAMBIA)

Restructuring the Institution

Livingstone Institute of Business and Engineering Studies (LIBES) is a training institution under the Ministry of Science, Technology and Vocational Training (MSTVT) and it offers Technical Educational and Vocational Training (TEVET) in Business & Engineering Studies together with 22 other institutions around the country.

In 1997, Government adopted a Public Sector Reform Programme aimed at decomposing the management of Public Institutions and delegating governance of the Institutions to public. A Technical Education, Vocational and Entrepreneurship Training Act Number 13 was enacted by Parliament of the Republic of Zambia, to enhance the Public Sector Reform Programme.

In line with government policy, a Management Board was instituted at LIBES in the year 2000, to implement the TEVET policy.

The policy required de-linking of employees at the Institutions from the Public Service Payroll and Management Boards were to re-employ Institutional workers and staff, and determine their salaries and wages. Staff affected by this change became very un-cooperative with Management Board. In an effort to finding a lasting solution to the problem the Management Board decided to retrench all the staff and re advertise for positions under the restructured establishment. By the end of August 2003 and September 2003 the Senior Management team had been put in place.

The Management Board entered into a Performance Contract with MSTVT for 2004 to guide management on the requirements of the reform strategies and the TEVET policy. The agreement was that the Performance requirements and objectives were to

be seen and accessed as a whole and that the total resources available to LIBES would include earnings from training and other services provided by the institution.

The focus into the future will be to continue to increase the Institute's revenue base through offering a market oriented course portfolio. The increased revenue base is to lead to self sustenance over the years.

THE OFFICE OF THE PRESIDENT AND CABINET (ZIMBABWE)

National Economic Development Priority Programme (NEDPP)

The prevailing socio-economic challenges facing the country, coupled with the aching void with respect to national consensus on the way forward in turning around the country's economic fortunes prompted the government of Zimbabwe to come up with the NEDPP. As a programme, the NEDPP was designed to expedite turnaround of the national economy and thus lay a solid foundation for sustained growth through prioritizing implementation of short-term high impact programmes. Its objectives are: enhancement of agricultural production and food security, reduction of inflation, stabilization of the local currency, removal of price distortions, generation of foreign exchange, increased output and productivity and improved policy coordination and implementation.

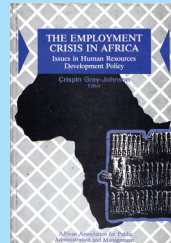
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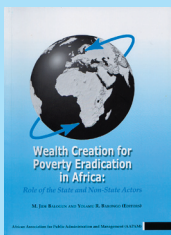
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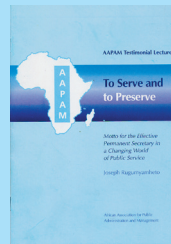
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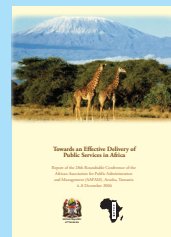
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