



AAPAM

THE AFRICAN ASSOCIATION FOR PUBLIC ADMINISTRATION AND MANAGEMENT

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Delegates at the African Regional Conference (sitting: from left) G.K Scott (AAPAM Secretary General), Mr. Abdon Jok Nbial (AAPAM President), Hon Anastase MUREKEZI, Minister MIFOTRA Mr. Gabriel Negatu (ADB Regional Manager) and Mr. Samuel MULINDWA Permanent Secretary MIFOTRA at Hotel Lemigo Kigali, Rwanda.

In This Issue:

**The African Union (AU)
Public Service day**

Page 4

**United Nations (UN)
Committee of Experts
meeting**

Page 6

**IPAC's Mission to
AAPAM**

Page 8

**African Regional
Conference**

Page 12

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AAPAM-African Association for Public
Administration and Management



AAPAM_Org

WHAT IS AAPAM

The African Association for Public Administration and Management (AAPAM) is an International Professional Organization 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 makers, both appointed and elected
- Top administrators in the public service of African Governments
- Top managers in both public and private sectors
- Management Consultants
- Public policy management institutions/ organizations
- Management Development Institutes (MDIs)
- Business School/ Institutions and University facilities teaching disciplines of business administration and management
- Representatives of International organizations and the donor community having interest in development issues in Africa

CATEGORIES OF AAPAM MEMBERSHIP

AAPAM Membership consists of three categories:

- African Governments who pay subventions or grants to AAPAM
- Corporate Members; institutions, organizations, associations or groups who share similar interests as AAPAM
- Individual Member interested in AAPAM activities
- Students

WHAT ARE THE BENEFITS FOR MEMBERS?

All paid up members receive the following services and products:

- Free copies of AAPAM publications i.e. a Journal (AJPAM) published bi-annually and a Newsletter
- Copies of report from Annual Roundtable Conferences
- Facilitation of exchange programmes to enable individuals or groups of top public officials and managers to visit other countries in Africa and share learning experiences
- Involvement in accordance with required expertise in the Association's consultancy activities
- Participation in AAPAM activities and programmes like trainings, workshops

AAPAM COUNCIL

All Executive Committee Members

Representative of Individual Members

- Mr. Joseph Dada
- Mr. Jean Yves Djamen

Representatives of Corporate Members

- Uganda Management Institute
- Ghana Institute of Management and Public Administration
- Department of Political Science and Public Administration, University of Dar es Salaam, Tanzania
- Kenya School of Government
- Lesotho Institute of Public Administration and Management



Letter from the President

Dear Esteemed Members,

Greetings from the Executive Committee, Council and the Secretariat of the African Association for Public Administration and Management (AAPAM). In this edition, allow me to share a brief synopsis of the key programs that AAPAM has followed over the last quarter.

AAPAM partnered with the Ministry of Public Service and Labour Republic of Rwanda and held the African Regional Conference at the Lemigo Hotel in Kigali, Rwanda. The theme of the Three day conference was “Africa in Post- Crisis Global Economy: The Role of Public Administration in Africa’s Transformation”. The Conference was officially opened on behalf of the Rwanda Prime Minister, the Rt. Hon. Prime Minister, Dr. Pierre Damien HABUMUREMYI by Hon. Anastase MUREKEZI, Minister for Public Service and Labour, Government of Rwanda. In his Welcome Address, the Hon. Minister conveyed greetings from H.E. Paul Kagame, President of the Republic of Rwanda and the Rt. Hon. Prime Minister Dr. Pierre Damien HABUMUREMYI. A potent Keynote Address was delivered by Mr. Gabriel Negatu – Regional Director African Development Bank on behalf of the Mr. Donald Kaberuka- President African Development Bank. Mr. Negatu reaffirmed the African Development Bank’s commitment to provide support to strengthen public administration and institutions in member countries. Thanks to the support of the Government of the Republic of Rwanda and dedicated team from the Ministry of Public Service and Labour, the Conference was a resounding success.

During this quarter, the Institute of Public Administration of Canada (I.P.A.C) Director of Domestic and International Programmes, Ann Mason visited AAPAM Secretariat headquarters to spearhead a spirited membership campaign and strengthen the Research and Consultancy Department. AAPAM entered into several partnerships and signed several M.O.U’s with organizations such as the Kenya Institute of Management (K.I.M), Association for Middle Eastern Public Policy and Administration (A.M.E.P.P.A) and Deloitte East Africa. In this Newsletter edition read more on the partnerships, and learn how K.I.M’s **Organizational Performance Index (O.P.I)** model, can increase organizational performance.

AAPAM has initiated efforts to strengthen membership with the Francophone countries; to this effect, AAPAM Secretary General Mr. G.K Scott visited some French speaking countries including Togo and Congo in preparation of the upcoming 35th Roundtable Conference.

AAPAM is keen to make knowledge widely accessible in the African continent; in the future, publications and conference materials among others will be translated to French.

As you all know, the African Public Service day (APSD) is celebrated every year on the 23rd of June; this year the African Union held the Celebrations in Accra Ghana under the theme: **“Africa Public Service in the Age of Open Government: Giving Voice to Citizens”**. AAPAM Vice-President West Africa and Public Service Commission Chairperson Ghana, Hon. Bridget Katsriku accompanied AAPAM the SG Mr. Scott in Accra. Later the team met the Conference of African Ministers of Public and Civil Service (CAMPS) to explore collaborative avenues with AAPAM as part of efforts to strengthen public service delivery in the Continent. A similar meeting was held with Mr. Abraham RochOkoko-Esseu- the Interim Head of the African Union CAMPS Secretariat. Similarly,

AAPAM representatives attended the 8th Conference of the African Union Ministers of Public/Civil Service (CAMPS) in Brazzaville, Republic of Congo. Read more on the APSD celebrations, as well as the African Charter on Values and Principles of Public Service and Administration.

I am proud to announce that the Tanzania Chapter successfully held a YPN workshop to launch the Young Professionals Programme on the 31st of May 2013. Hon. George Yambesi –Permanent Secretary President’s Office Public Service Management- delivered the opening statement at the workshop. Hon. Yambesi challenged all stake holders to not only nurture young future leaders but to also institutionalize transparent system of succession. I call on all the stakeholders to recommit to supporting the Young Professionals Network.

Friends, allow me to thank the Government of the Republic of Rwanda for accepting to host the 35th Roundtable Conference from 18th- 22nd November 2013 at the Kigali Serena. The Theme of the Conference is **“Quality Leadership for Effective and Efficient Management for Public Service in Africa”**. I extend a special invitation to all our affiliates, we look forward to seeing you in Kigali Rwanda.

In this Newsletter edition read more on the topics highlighted and many more .

In conclusion, I would like to reiterate the words of H.E. Paul Kagame President of the Republic of Rwanda, during the 2nd South Sudan independence celebrations, where the President rightly pointed out; “We all understand that our destiny as Africans is tied together and the future of our continent will be assured by the way we closely work and even think together to advance and protect our common interests.” In this regard, let us ensure to promote quality service delivery in our respective states, in so doing we inadvertently contribute towards development of the entire continent.

The African Union (AU) Public Service day



Africa Public Service Day (APSD) has been celebrated on the 23rd of June annually since the declaration of the 1st Pan-African Conference of Ministers for Public/Civil Service in Tangier, Morocco 1994. APSD gained international prominence in December 2002 after the United Nations General Assembly (UNGA) designated the 21st of June as the United Nations Public Service Day. APSD under the auspices of the AU is celebrated by all member states in recognition of institutional contributions, professionalism and virtuous service rendered in the African continent.

This year, Ghana was elected to hold the APSD celebrations, the theme was: “Africa Public Service in the Age of Open Government: Giving Voice to Citizens”. At the Opening Ceremony in Accra, Ghana on 17th June, Hon. Kwasi Opong, Minister Local Government Rural Development, described the theme as one which explored the shift in governance from government centric to a people centric approach. In his welcome address, Hon. Alhassan Azong, welcomed delegates to Accra pointing out that in spite of the heterogeneous nature of delegates represented at the celebrations, a common denominator was their relentless pursuit for excellence in Public Administration.

AAPAM Vice President West Africa and Chairperson of the Public Service Ghana, Hon. Bridget Katsriki led AAPAM delegation in the week long event to mark APSD. In her address, Hon. Katsriki, who described herself as a proud public servant, differentiated between the roles bestowed upon politicians and those executed by public servants, describing the latter as non-elected officials who work hand in hand with the government of the day in formulating and implementing policies and programmes aimed at improving the lives of citizenry; to maintain this clear mandate, Hon. Katsriki discouraged the politicization of the public service. As



Mr. Prosper Douglas Bani, Chief of Staff at the presidency (left) addressing participants at the closing ceremony of the 4th AU Public Service Day Celebrations in Accra.

engineers of public policy who worked timelessly to steer countries development agenda for effective functionality, she went on to encourage governments to build a well-trained, competent civil service workforce imbued with values of professionalism, impartiality and accountability. To ensure the aforementioned values, adherence to the African Charter on Values and Principles of Public Service and Administration is necessary.

In a Keynote Address delivered on behalf of H.E John Dramani Maham President of Ghana by Hon. Hannah Tetteh- Minister of Foreign Affairs and Regional Integration, the President urged governments to give voice to citizens through effective citizen engagement and participation forums as this not only deepened democracy but also facilitated governance; as policies formulated in line with citizens needs and views tended to be more effective. The President termed a strong parliament

APSD under the auspices of the AU is celebrated by all member states in recognition of institutional contributions, professionalism and virtuous service rendered in the African continent.



Hon. Hannah Tetteh, Minister for Foreign Affairs and Regional Integration, Ghana.

as the bedrock of democracy, giving the Republic of Ghana as an example of how parliamentarians represent the will of the people. This symbiotic relationship ultimately leads to improved service delivery.

In conclusion Hon. Tetteh, paraphrasing H.E. the President, urged governments and public servants, to value progress over success. In her opinion, the former was a deliberate sequential progressive effort which, in the long run, yielded more returns as opposed to success which had a finality end result connotation. In the spirit of the day, the President reflected on the AU 50th Gold Jubilee Anniversary continental theme: “**Pan-Africanism and Renaissance**” he called on leaders to reinvigorate the spirit of Pan-Africanism authored by Africa’s greatest leaders and pass this to the younger generation as solidarity is vital to economic, social and political progress.

The week long celebrations from 17th-23rd June included; plenary sessions, exhibitions from Ghana and other African countries by members of the Public and Private sector, Health walk and Screening, an award ceremony and excursions. The high profile event was attended by State Ministers, Heads of Public Service, Members of Parliament, Commissioners, Members of the AU, Members of the Diplomatic Corps, Young Professionals among other leaders from different African countries.

For further information and to get a copy of the African Charter on Values and Principles of Public Service and Administration visit
www.aapam.org

Kenya School of Government (KSG) scoops Continental award



From Left: Dr. Nura Mohamed, Mr. Samwel Kumba, Ms. Edith Mureithi, Mr. Aggrey Mugenya and Mr. Elijah Wachira at Kenya School of Government

The Kenya School of Government emerged top during the APSD celebrations in Accra Ghana. The School was given the Best Pavilion Award trophy and a lap top. Acting Director General Elijah Wachira welcomed the award noting that the accolade underscored KSG's commitment to offer quality services on a worldwide scale.

Acting Director, Nairobi Campus Dr. Nura Mohamed reiterated Mr. Wachira's sentiments, adding that the win further reinforced KSG's mission: To contribute to the transformation of the public service by inculcating national values and developing core skills and competencies for quality service delivery.



ASSOCIATION FOR
PUBLIC POLICY ANALYSIS
& MANAGEMENT

American Society for Public Administration (ASPA) and Association for Public Policy Analysis and Management (APPAM)

The American Society for Public Administration is a professional association for public administration that is dedicated to advancing the art, science, teaching and practice of public and non-profit administration. ASPA's four core values are Accountability and Performance, Professionalism, Ethics and Social Equity. Professionalism is promoted through chapters and sections.

Association for Public Policy Analysis and Management (APPAM) is dedicated to improving public policy and management by fostering excellence in research, analysis, and education. APPAM formally was created at a May 1979

conference at Duke University by representatives of 15 policy schools and research institutes. Within a few years, APPAM evolved into a unique association of both individual and institutional members with an elected leadership and Policy Council.

APPAM and ASPA extended an invitation to AAPAM, through the Secretary General who paid a courtesy visit to both institutions to discuss matters of collaboration, knowledge sharing and partnership. All parties look forward to a fruitful working partnership.

United Nations (UN) Committee of Experts meeting

The United Nations Committee of Experts on Public Administration was established by the Economic and Social Council (ECOSOC) in its resolution 2001/45. It is comprised of 24 members who meet annually at UN Headquarters in New York. The Committee is responsible for supporting the work of ECOSOC concerning the promotion and development of public administration and governance among Member States, in connection with the UN Millennium Development Goals.

The 12th Session was held at the UN Headquarters from 15th to 19th April 2013, the theme of the session was: **“The Role of Responsive and Accountable Public Governance in achieving the Millennium Development Goals and the Post-2015 Development Agenda”** The Committee extended an invitation to AAPAM on observer status. The session was attended by 23 committee members; observers from organizations under United Nations aegis, intergovernmental organs, non-governmental associations among others.

The following topics were highlighted:

- Making public governance work for the post-2015 development agenda;
- Accountability of stakeholders in public governance for development;

- Creating an enabling environment for the post-2015 development agenda.

The Committee stressed on the multidimensional nature of governance pointing out that a good balance of political/institutional and managerial/technical aspects of governance was necessary. Furthermore, while technical approaches, such as open government, were essential to producing good outcomes, it was noted that institutional aspects of governance were key to sustaining principles and values of democracy.

Recommendations passed during the session included promoting: the professionalization of public administration; access to information; the availability of adequate data; better use of public-private partnerships with cooperative approaches; institution-building for preventing and combating corruption; innovative approaches with proper considerations to the local context and local solutions; effective relationships between the government and citizens; the localization of citizen engagement initiatives and local capacity development to implement the Millennium. The Committee agreed on the main theme: **“Transforming Public Administration for Sustainable Development”** as the area of focus for the next meeting.

United Nations Public Administration Network (UNPAN)

AAPAM Secretary General attended a meeting of the United Nations Public Administration Network (UNPAN Partners). This network is made up of the key public administration institutions/associations worldwide which the United Nations pooled together for the purpose of networking, collaborating and information sharing. The meeting was attended by like-minded organizations such as the Centre for Public Service Innovation (CSPI), the United Nations Economic and Social Commission for Western Asia (ESCWA), The Institute of Public Administration Canada (IPAC), The Economic Commission for Latin America and the Caribbean (ILPES/ECLAC), The International Institute of Administrative Sciences (IIAS) and The International Personnel Management Association for Human Resources (IPMA-HR). The meeting addressed issues related to strengthening the network and the facilitation of further interactions between the current members of the network. The meeting also discussed issues emerging from the previous meeting held in South Africa on the theme “Next Stage in Open Government Data: Using Data for transparency, accountability and collaboration” whereby partners showed interest in collaborating with DPADM and other partners in areas of; outline course publishing, outreach, implementation of a global open data portal on public administration and research in their respective regions in the areas of open government data.

AAPAM in Ethiopia

AAPAM Secretary General visited the Ministry of Civil Service of the Federal Democratic Republic of Ethiopia, where he held a meeting with the Minister and ministry officials. The officials highlighted Ethiopia’s national capacity building programs which include:

- Technical and Vocational Educational Training (TVET) for agriculture Reform Program
- Higher Education Reform Program
- Civil Service Reform Program
- Justice Systems Capacity Building
- District Level Decentralization Capacity etc.

Challenges faced at the Ministry level include, lack of basic implementation tools to fully implement the reform programs. The officials were however optimistic that the comprehensive capacity building programs that Ethiopia had embarked on would bear success.

In the discussions, Mr. Scott explained the role AAPAM can play in Ethiopia’s leadership and capacity development as APAM promotes African country’s development through activities such as training, applied research, consultancy,

publications and inter country visits. Partnership between AAPAM and African Governments is therefore mutually beneficial.

The AAPAM visit to the Ministry was aimed at rekindling the relationship with the Government. Mr. Scott officially invited Ethiopia to the 35th Roundtable Conference in Kigali Rwanda and proposed to Ethiopia to host the 36th Roundtable in November 2014. AAPAM visit to Ethiopia was very successful.

Young Professionals Network - Tanzania



Mr. George Yambesi with Delegates at the YPN Workshop- Tanzania

AAPAM Young Professionals Network was formed in 2006 during the 28th Roundtable Conference in Arusha Tanzania. AAPAM envisioned a network, composed of young professionals drawn from different African countries, which would concentrate on succession training and mentorship for young professionals; this serves to induct young professionals to public administration and management. Following the formulation of the Network; YPN members subsequently congregate every year, during the annual Roundtable conference. With support from the Commonwealth Secretariat, the Network has made tremendous strides to achieving its goals.

In an effort to strengthen YPN activities, the Tanzania Chapter held a workshop to launch the Young Professionals Network on the 31st of May 2013 at the Makumbusho Hall in Dar es Salaam.

The purpose of the Young Professionals Network which was launched in Tanzania



Mr. George Yambesi Permanent Secretary, President's Office Public Service Management- YPN workshop Tanzania

in line with AAPAM's core values, aims to equip and nurture young professionals and managers with requisite skills and leadership capacities to enable them to become effective leaders.

Mr. George Yambesi, the Permanent Secretary, President's Office Public Service Management delivered the opening address. In his address, Mr. Yambesi applauded the efforts that AAPAM and the Tanzania chapter had made to provide a networking forum for young professionals to dialogue and develop themselves for higher performance.

Despite current unemployment rates and disparity between the senior level managers and younger administrators, Mr. Yambesi encouraged young people to retain their momentum, observing that in line with ongoing public service reforms which called for government restructuring, reduced spending and increased efficiency; governments would, in the next decade, look to their younger more technologically conversant generation to fill positions left by retired employees. He further implored young professionals to actively embrace opportunities to better themselves such as the YPN forum, where they could learn from and

network with senior level administrators and managers.

Speaking to senior administrators and managers in attendance; he encouraged the institutionalization of systems of succession based on merit, transparency and equal opportunity, these he noted would attract and consequently retain qualified workforce to public service. In closing, he challenged stake holders to take part in empowering and nurturing the young future leaders, adding that strategies to prepare young professionals for future roles needed to be carefully crafted and put in place.

AAPAM has sponsored many YPN members to similar learning and networking



Tanzania YPN Session

forums as the Young Professionals Network is mandated to:

- Enhance greater inter-ministerial knowledge transfer and experience sharing among the young professionals as well as allow them to draw from senior officials during AAPAM annual roundtable conferences
- Connect young professionals from different countries to a learning and networking forum to encourage sharing of best practices in public administration
- Foster creativity and innovativeness

AAPAM is grateful to the President's Office, Public Service Management and the Tanzania Chapter for organizing the workshop, Mr. Yambesi for presiding over the ceremony and being a strong AAPAM patron and the zealous participants who attended the workshop in numbers.

IPAC Mission to AAPAM

The Institute of Public Administration of Canada (IPAC) Director of Domestic and International Programmes, Mrs. Ann Masson visited the African Association for Public Administration and Management Secretariat headquarters from the 6th – 10th May 2013. The purpose of the mission was to strengthen relations between AAPAM, its Members and Corporate Organizations in Kenya. IPAC is a dynamic Canadian association for members of the public service, academics, and all others interested in public administration. IPAC has 18 regional associations within Canada and works closely with organizations across the world such as the Institute of Administrative Science (IIAS), the American Society of

Public Administration (ASPA) and the New Partnership for Africa's Development (NEPAD) among others.

During the mission, IPAC and AAPAM discussed milestones of the Canadian International Development Agency (CIDA) funded Democratic Governance Program (D.G.P) a joint initiative by AAPAM and IPAC aimed at providing technical and financial support in a bid to improve AAPAM's capacity to meet member's needs, secure sponsorship and enhance financial and administrative systems.

Mrs. Masson's busy schedule included a number of visits to institutions such as the Kenya School of Government, Deloitte East Africa and Ministry of State for Public Service-Kenya. The meetings held

**IPAC is a dynamic
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administration.**

were enlightening, fruitful and created promising avenues for strategic partnerships with likeminded institution to promote excellence in public administration. Ms. Masson applauded AAPAM's efforts over the years and strategic initiatives that have enabled it to shape public administration and management in Africa. She also noted that the two organizations are pivotal for development and that there were great opportunities available for future partnerships.

Following Mrs. Masson's visit, Suzanne Patterson, Director of Finance and Jennifer Aubé Member Services and Information Management Officer from IPAC visited AAPAM also under the DGP. The two missions initiated and facilitated staff training and capacity building in regional/international programmes planning. As a result, AAPAM plans to initiate more efficient development geared projects.

AAPAM Secretary General Mr. Scott expressed his appreciation for the continued support and cordial relationship shared between the two associations; he further encouraged exploration of future programs and avenues where the organizations can venture into.

IPAC 65th National Annual Conference IPAC

The Institute of Public Administration of Canada (IPAC) is one of AAPAM's strongest supporters and partners. IPAC continues to shape, inform and enrich Public Administration in Canada and the entire world through its programmes. IPAC's 65th annual conference held at the Hotel Sheraton, Montreal, Quebec Canada from 17th to 23rd August 2013 registered over four hundred (400) participants from Canada's public, academic and corporate sectors. In attendance were also participants and leaders from all over the world including representative from IPAC international partnerships in Kenya, Uganda, Malawi, Namibia, Ghana, Indonesia, Tanzania and Vietnam. The United States of America, Nigeria, Colombia and South Africa were also represented. AAPAM's new



A section of IPAC Committee on Domestic and International Programmes at Hotel Sheraton, Montreal, Canada August 2013

IPAC Continues to shape, inform and enrich Public Administration in Canada and the entire world through its programmes.

Programme Officer Mrs. Jessica Omundo represented AAPAM in Montreal.

The conference theme '**Reinventing Public Administration**' offered delegates an opportunity to deliberate deeper into strategies to elevate public administration to meet the ever dynamic complex needs of the present realities. During the conference, IPAC launched their latest publication, *Aid on Demand* by Gordon Evans.

IPAC team also conducted an informative and highly educative two day training on change management/ project management as part of their leadership training series. The trainer, Simon Treverthen from the Ministry of Health and Long-term Care, Ontario took the international partners/ participants through transformative change, project fundamental and project governance and success. The training tackled change and change management process; the link between leadership and successful change; and how to undertake change management in an organisation. The training also covered the process, procedures, concepts and tools of project management. The participants were thus encouraged to be project management champions in their respective domains.

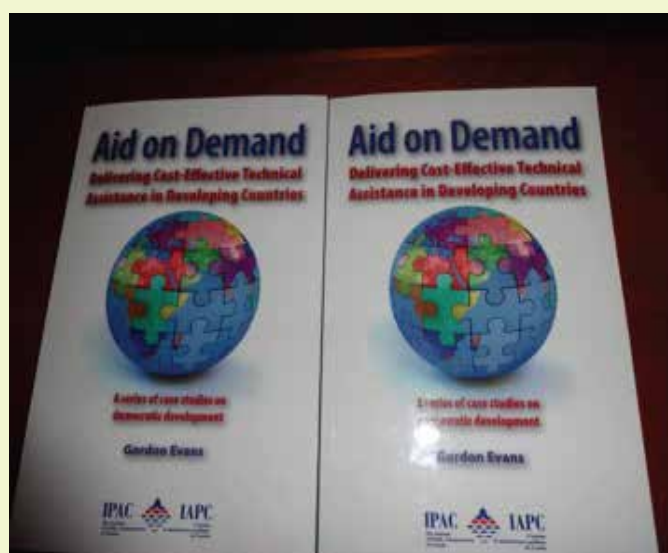
The Conference theme '**Reinventing Public Administration**' offered delegates an opportunity to deliberate deeper into strategies to elevate public administration to meet the ever dynamic complex needs of the present realities.



From left : Daniel Malone (IPAC's Administration and Events Coordinator), Jessica Omundo (AAPAM's program officer), BoAnne Tran(IPAC's Logistics and Events Coordinator) and Lauren McAllister (IPAC's Program Specialist) in Hotel Sheraton, Montreal.



Jessica Omundo (AAPAM's program officer) and Simon Treverthen (Ministry of Health and Long-term Care, Ontario (center) with the Uganda's Human Resource team during the training at Hotel Sheraton, Montreal.



African Regional Conference



Opening Ceremony of the African Regional Conference

The Theme of the Three day Conference was “Africa in Post- Crisis Global Economy: The role of Public Administration in Africa’s Transformation” The Conference was officially opened on behalf of Rwandan Prime Minister, the Rt. Hon. Prime Minister, Dr. Pierre Damien HABUMUREMYI by Hon. Anastase MUREKEZI, Minister for Public Service and Labour, Government of Rwanda. In his welcome address, the Hon. Minister conveyed greetings from H.E. Paul Kagame, President of the Republic of Rwanda and the Rt. Hon. Prime Minister Dr. Pierre Damien HABUMUREMYI.

The Keynote address was delivered by Mr. Gabriel Negatu – Regional Director African Development Bank. Mr. Negatu noted that the financial crisis brought forward weaknesses in public administration, particularly, in the area of regulation and policy formation in order to remedy the situation he reaffirmed the African Development Bank’s commitment to provide support to strengthen public administration and institutions in member countries.

In attendance at the Conference were Ministers, Ambassadors, Senior Public Administrators, Managers, Representatives from different Agencies among others. Delegates demonstrated their strong will and commitment to advance public administration as they delved into intricate issues ranging from the role of public administrators in the changing economic environment, utilizing ICT for cost effective public administration, to the causes and impacts of strikes on African economies. Healthy debates arose

After the reading of many Government budgets in June 2013, I noticed a significant push for improving infrastructure as demonstrated by the resources deployed towards developing infrastructure; this factor will potentially strengthen trade.

as delegates explored Country case studies. The Kenyan delegation in particular, was brought to task over the brewing tension between the Salaries and Remuneration Commission (S.R.C) and the legislators.

Ambassador David Mutemi explained amicably on the issue sighting examples and conditions in the recently promulgated constitution. Practices such as the perceived African phenomenon of “Buy what we want and borrow what we need” was examined together with the coined phrase by Dr. Nura Mohamed “Metooism” where African Government copy paste policies from other nations while not considering the fact that whereas



Mr. Gabriel Negatu- Regional Director African Development Bank



Mr. Abdon AAPAM President at the Regional Conference in Kigali Rwanda

some policies have worked wonders in some nation, identical policies may not necessarily work in other nations, hence the need to bench mark such policies and personalize them to fit country structure become eminent.

Impressive initiatives such as those highlighted by the Host country included the Rwanda Governance Score card and South Africa's assessment on the lessons and opportunities presented by the economic crisis. South Africa stood as one of the countries who reported significant growth in spite of the prevailing rocky situation.

Noted at the conference was the participation of members from the Young Professionals Network (YPN) who came in numbers. For the first time, a speaker from YPN was selected to present on Institutional and Policy Architectures for the Transformation of the African Public Administration. AAPAM continues to devote itself to mentoring the young future leaders.

At the end of the conference delegates agreed that in order to ensure the public service performs optimally to support the post global crisis era, prudent macroeconomic management was key; this includes flexible monetary and labour market policies geared towards growth and development. It was noted that 15% of trade was within Africa, hence to increase

this number, Governments needed to examine policies on migration and free flow of both people and goods across the different trade corridors. Investment in infrastructure came out consequently, in order to strengthen trade.

From the highlights of the conference, it is evident that the Regional Conference came at an opportune time as it was equally quite exciting. Delegates entrusted AAPAM with the responsibility to provide the necessary facilitation to African member states in moving the recommendations through to the implementation stage.

After successful deliberations, the Conference was officially closed by Hon. Claver GATETE Minister of Finance and Economic Planning Government of Rwanda.

After the reading of many Government budgets in June 2013, I noticed a significant push for improving infrastructure as demonstrated by the resources deployed towards developing infrastructure; this factor will potentially strengthen trade.



Hon. Claver Gatete at the Closing Ceremony



African Regional Conference in Kigali Rwanda, May 2013

Rwanda Governance Review

The Government of Rwanda is committed to the promotion of good governance and Home Grown solutions, It is along this background that Governance Month was initiated and held for the first time in December 2011, this lead to a resolution that the event would be carried out every year with an aim of promoting citizen participation in decision making process.

The Ministry of Local Government in collaboration with Rwanda Governance Board (RGB), Rwanda Local Development Support Fund (RLDSF) and Itorero ry'igihugu -on behalf of the Government of Rwanda (GoR) -organized and coordinated Governance Month focusing on Governance for Production, and specifically on self-reliance, service delivery and celebrating decentralization achievements from January 22nd to April 20th 2013 this



was the second time Rwanda celebrated Governance Month since it was launched in January 22nd 2013 countrywide and at national level by the Prime Minister.

The Rationale of Governance Month was to ensure that the innovations bearing in mind the fact that good governance can be best understood and expressed through Governance Clinics, dialogues, arts and sports, as a way of easily capturing the perception of the citizens. The fact that all the events are centered on good governance and the theme: "Governance for Prosperity", are ways to help a common person relate governance with prosperity.

Governance Month also serves as an accountability check on the way people perceive government performance. Open days are conducted across districts bringing together Local Government, CSOs, Private Sector and other district development actors to showcase their services to the public. In a statement read by Prof. Anastase Shyaka, Governance Month was a success; a number of lessons were drawn from across the country and practical policy options availed to decision makers.

Key activities included:

- Governance Clinics were conducted and 7153 cases were raised, 6205 were solved while 971 remained pending
- RLDSF projects were launched in all districts and throughout the country central government leadership from RLDSF and other stakeholders visited various projects
- National Service (Urugerero) was launched at National level
- Decentralization achievements were celebrated through: Open days in all districts
- A High Level Governance Policy Dialogue was held as a closing ceremony aimed at reflecting on the challenges, opportunities, lessons learnt and the way forward in relation to the 2013 Governance Month



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THE KENYA INSTITUTE OF MANAGEMENT

Introducing Organizational Performance Index OPI



Kenya Institute of Management (K.I.M) is a premier learning institute for professionals in management positions. KIM has been on the forefront in provision of management training courses across the region since its inception in 1954. The Institute has acted as a prime catalyst in the effective transfer of management and leadership thought, knowledge and practice to all sectors of the Eastern African economies.

The Organizational Performance Index (OPI) was developed in response to feedback from organizations participating in the KIM Annual Business Awards (KABA) and the celebrated Company of the Year Awards (COYA), participants called on KIM to refine the assessment methodology in order to emphasise the relationship between instilling smart business processes and generating strong business results. After extensive research, Organizational Performance Index (OPI) came into being.

OPI is an excellence model that generates a rating between 1 and 10 which sets a minimum score that an organization must attain to remain competitive.

The attainment of a minimum OPI demonstrates that organizations have applied an organizational strategy that drives effectiveness and competitiveness; failure to attain the minimum OPI demonstrates the organization has not engaged the process required to enable world class organizational performance.

OPI Objectives:

- Enable leadership teams to drive continuous improvement within their organizations and sharpen competitive edge.
- Play a leading role in empowering organizations to compete globally and influence the development of the sectors and industries in which they operate.
- Act as an industry gold standard and benchmark
- Provide forum for participants to share proven best practices in management and productivity.

The key areas for assessment ensure that organizations are defining and executing strategies designed to meet

the needs of all stakeholders based on 7 Global determinants : Leadership and Management; HR Focus; Customer Orientation and Marketing; Financial Management; Innovation and Technology; CSR and Environmental Focus; and, Productivity and Quality to ensure that organisations are defining and executing strategies designed to meet the needs of all stakeholders.

Why OPI?

OPI is an excellent model designed to equip organizations with the tools and insights to influence the development of their sectors and industries. In a move to strengthen transparency and accountability, the OPI assessment tool benefits the three key shareholders as the findings enable shareholders and members of the public to monitor operations and track development. Managers on the other hand can inform strategic planning and map out organizations trajectory.

For more information visit www.aapam.org/www.kim.ac.ke



OPI is an excellence model that generates a rating between 1 and 10 which sets a minimum score that an organization must attain to remain competitive.

Invitation to the 35th Roundtable Conference

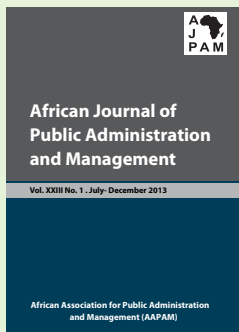


African Association for Public Administration and Management (AAPAM) in conjunction with the Republic of Rwanda cordially invite you to the 35th Roundtable Conference from 18th-22nd November 2013 in Kigali, Rwanda. Theme: “Quality Leadership for Effective and Efficient Management of Public Service in Africa”

Key activities of the 35th Roundtable Conference

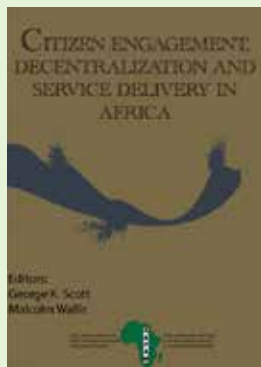
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| <ul style="list-style-type: none"> a) Opening Ceremony b) A Keynote Address by Mr. John- Many Kauzya- Chief of Public Administration Capacity Branch United Nations Department of Economic and Social Affairs (UNDESA) c) Presentation of key papers in plenary sessions followed by discussions; d) Presentation of Testimonial Lecture by Prof. Stephen Adei e) Presentation of papers in concurrent sessions followed by discussions in plenary; | <ul style="list-style-type: none"> f) Break away sessions to enable participants to engage in-depth discussions on some of the issues arising out of the plenaries - This will include sessions dedicated to the Young professionals Network (YPN) and African Public Sector Human Resource management Network (ApS-HRMnet), Gender mainstreaming g) Gold medal Award and Innovative management Awards ceremony. <p>The 35th Roundtable Conference is organized in a manner that will enrich delegates with an array of theoretical and practical lessons while giving ample time for discussions and interactions, the ideal forum for policy makers.</p> |
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