



AAPAM

THE AFRICAN ASSOCIATION FOR PUBLIC ADMINISTRATION AND MANAGEMENT

News**LETTER**

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Delegates at the 35th Roundtable Conference (sitting from left Mr. Ernest S. A. Surrar - Secretary to Cabinet; Sierra Leone, Mr. Abdon Agaw - AAPAM President, Prime Minister of Rwanda, Dr. Pierre Habumuremyi, Hon. Anastase Murekesi (Minister of Public Service and Labour, Rwanda)

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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 (AJPM) 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



AAPAM-African Association for Public
Administration and Management



AAPAM_Org



Mr. Abdon Nhial - AAPAM President

Dear Esteemed Readers,

Receive warm greetings from the Executive Committee, Council and the Secretariat of the African Association for Public Administration and Management (AAPAM). This year, AAPAM is geared up to walk with you all through the way via our varied programmes aimed at fostering development in our continent, Africa. Kindly allow me to share with you the highlights of this edition and our 2014 programmes.

Let me begin by appreciating all and sundry who attended and participated in our 35th Roundtable Conference organized in collaboration with the Government of Rwanda under the Ministry of Public Service and Labor, Rwanda (MIFOTRA). The Conference which centered on the theme **“Quality Leadership for Efficient and Effective Management of Public Service”** was held in Kigali, Rwanda from 18th to 22nd November 2013. The Conference enlisted the attendance and participation of about Six Hundred (600) delegates. AAPAM deeply appreciates the warm and memorable hosting of the Government and people of Rwanda through the leadership of His Excellency, President Paul Kagame. We equally thank the Right Hon. Dr. Pierre Damien HABUMUREMYI, Prime Minister of Rwanda for officially opening the conference on behalf of His Excellency the President. Special thanks go to the entire MIFOTRA team under the leadership of Hon. Anastase MUREKEZI (Minister for Public

Letter from the President

Service and Labour, Government of Rwanda) and Mr. Samuel Mulindwa (Permanent Secretary MIFOTRA). To the National Organizing Committee (NOC) and the entire Kigali Serena team, AAPAM is grateful. Further, we applaud our participants for turning out large numbers.

AAPAM programmes 2014 will focus on enriching readers with an array of publications such as the bi-annual African Journal of Public Administration and Management (AJPAM) and Newsletters. We are also working on a new book on performance management based on the 35th Roundtable Conference held in Zanzibar in 2013. Equally, from the publication corner, look out for the 35th Roundtable Conference report detailing the proceedings of the Roundtable. I humbly urge all to order the various publications from our resource center.

To enhance capacity development, AAPAM has partnered with a number of institutions to bring to you an array of training programmes across the continent. We have partnered with Global Training Consulting Limited (GTC) to bring to our members regional trainings in Nairobi (Kenya), Accra (Ghana) and Cape Town (South Africa). The series training will focus on Project Management, Finance, Leadership, Human Resource Management and Career Development. I urge you to take advantage of the rare opportunity to improve your skills in preparation to address the ever emerging dynamic challenges of the world today.

AAPAM has partnered with Kenya Association for Public Administration and Management (KAPAM) to bring you a Leadership Forum in June 2014 at the Kenya School of Government, Nairobi. AAPAM in conjunction with the Center of Specialization in Public Administration and Management (CESPAM) of the University of

Botswana, will also hold a training on enhancing Governance and Financial Administration in Gaborone from 15th - 17th July. The course will aim to prepare African leaders, administrators and managers to effectively manage public financial resources.

The 36th Roundtable will be held in Addis Ababa, Ethiopia, we sincerely appreciate the acceptance by the Government of Ethiopia to host this year's conference under the theme; **“Effective Partnerships between Ministers and Bureaucratic leaders: From Policy Formulation to Implementation”**. I urge all interested individuals and institutions to continue submitting their applications for the Gold medal award and the Innovative Management Award (IMA) respectively.

AAPAM in collaboration with the Ministry of Devolution and Planning, Republic of Kenya will hold the 1st AAPAM Young Professionals Conference in August 2014, AAPAM looks forward to bringing the young professionals together to a networking and learning forum.

Dear friends, to know more on our programmes, kindly see our calendar of events and visit our website for more details. Remember, all these programs are tailor-made for you, therefore, participate in as many as possible.

As I conclude, I would like to echo the AAPAM 2013 Testimonial speaker- Prof. Stephen Adei's words in his book *Leadership and Nation Building* (2004), where he states that, “Leadership is cause, everything else is effect”. Dear Esteemed Readers, development is not an arithmetic of chance but a well-conceived, planned, coordinated and passionately executed initiative of a committed leadership. Therefore, I humbly submit that you be “causers and everything else will take effect”.

AAPAM NEW GENDER POLICY

Jessica A. Omundo, AAPAM Programme Officer

In an interactive ice breaker story delivered by Jane Mwesiga of the Uganda Civil Service College during the commencement of

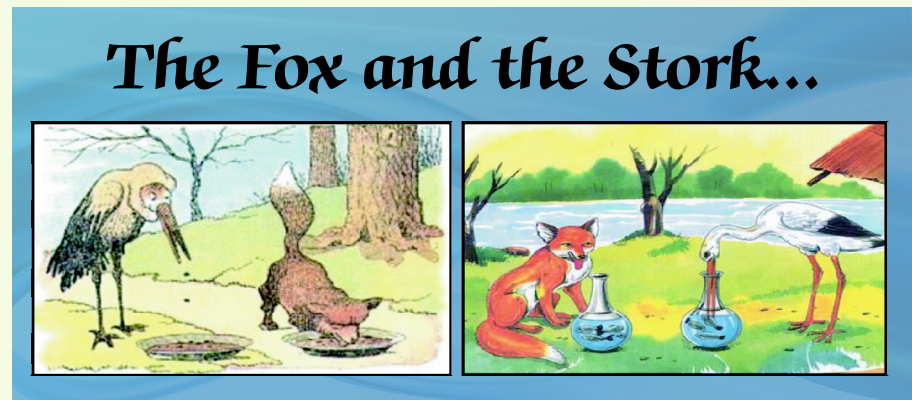
the Gender Workshop under the Democratic Governance Program held in November 2013, participants noted that though policies,

programmes and projects are aimed at the development of men and women, the lack of gender considerations hamper the achievement of optimum results.

The story of the Fox and the Stock, participants were told a story based on the picture below.

One day the Fox invited the Stork for dinner and served the meal in its usual wide plate. As the Fox got down to enjoy its meal, the Stork was not able to do the same since the wide serving plate was not suitable for its beak. To reciprocate the invitation, the Stork invited the Fox for a visit and prepared a lovely meal and served it in the usual serving utensil- a pitcher. Since the Fox's mouth could not get into the pitcher, it too helplessly watched on as the Stork enjoyed its food yet unable to take some for itself due to the serving vessel used. Both the Fox and Stork had noble intentions but were wrongly executed. Likewise, policies, programmes and projects which are devoid of gender perspectives though well intended, fail to meet the expected results.

AAPAM has developed a policy to ensure gender considerations and gender specific approaches are mainstreamed in its programmes, projects, policies and activities. Gender stereotypes and discrimination have continuously hampered the progress towards gender equality and equity in the continent hence the need for advocacy. By developing the gender policy we are joining like minded organisations and governments who have mainstreamed gender in their systems and processes to ensure that men and women have equal and equitable opportunities through the use of gender tools like the gender lens, checklists and curriculums amongst others.



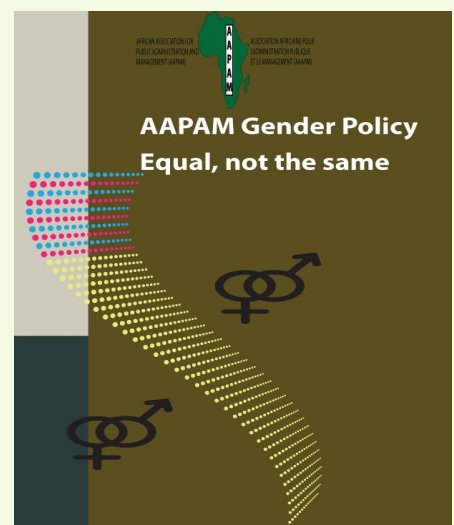
Source: IPAC Democratic Governance Programme- Gender Focus Point Resource Portal

The gender policy commences with a Statement from the Secretary General calling on AAPAM members, chapters, partners and stakeholders to uphold the policy. It is introduced by a permeable which declares the Association's commitment to achieve gender equity. The policy is an enriched document detailing the definition of gender equality and gender equity. It additionally exposes the objectives, goals, guiding principles, implementation framework of the policy besides integrating a gender strategy and action plan.

The AAPAM Gender Policy has been benchmarked on gender policies and documents from other renowned organisations like the Institute of Public Administration of Canada (IPAC) and Department of Foreign Affairs, Trade and Development (DFTAD) - DFAD among others to ensure it blended the best of known policies.

The gender policy is thus aimed at helping AAPAM achieve its full potential as a leading professional association for African public service practitioners and managers. Based on AAPAM's mission who is to spearhead best practise, excellence and professionalism in public administration and management in Africa, the policy is a timeless roadmap toward capacitating our continent to embrace gender equity which is essential for development.

(For more information, visit our website www.aapam.org)



Challenging our Basic Assumptions – Making inroads towards Gender Equality

By: *Regan Mancini, Program Manager,
The Institute of Public Administration of Canada (IPAC)*



What would our countries be like if policy makers were always assessing how their decisions and actions impacted on women, men, boys and girls? What if they thought about who was undertaking their policy research and how that affected their policy outcomes? What if the differences in how men and women interpret survey questions or access questionnaires were analysed before the investigation was conducted? Wouldn't this produce better survey participation and results and enable enhanced policy development and implementation?

It seems so basic. Yet it doesn't happen. We haven't institutionalized it. There is little debate that gender inequality needs to be addressed. But it seems so massive, so daunting, that most people are frozen in their shoes. They don't know what to do and they are often afraid to touch it. Yet if we break down what is needed, we will find that it begins with each of us looking at how we interact in our everyday lives—at home and in the workplace and general society. We need to think a bit differently, to analyze our basic assumptions about gender roles. Once we start doing this, we realize how our actions lead to privileging some groups over others and begin to see why we might consider taking a different approach.

The Institute of Public Administration of Canada (IPAC) through its Democratic Governance Program is seeking to change

thinking. Supported by Foreign Affairs, Trade and Development Canada, IPAC is implementing a gender mainstreaming strategy within the projects it manages. Working with 14 institutions in 10 countries worldwide and on a variety of initiatives ranging from early childhood development to government communications and human resources management, IPAC has focused on the development of gender analysis tools and the training of public servants in their use. The goal isn't to make everyone a gender expert or to create gender policies that often are left on the shelf, but to encourage public servants to take a moment to challenge their operating assumptions as they implement their initiatives and create project deliverables such as tools, templates and new processes.

What does that mean exactly? To provide an example, let me focus on The African Association for Public Administration and Management (AAPAM)'s project. AAPAM is one of the 14 institutions IPAC supports through its partnership programming. In addition to assisting the organization in developing its internal human resource policies and conference programs, IPAC has worked with them to review these policies and their conference planning to determine how they can mitigate gender inequalities. Do the policies include maternity and paternity leave so that both women and men are recognized for and enabled to

undertake their roles in child development and family care? Are men and women represented on AAPAM conference panels as authors of papers so that both men and women's perspectives and interests are brought to the forefront to influence policy dialogues and creation? And on a practical level, when organizing conference field visits, have the needs of men and women been considered – such as longer bathroom breaks to accommodate the biological needs and social interests of women?

In 2013, when IPAC proposed that their latest gender workshop be held in Kigali, Rwanda on the back of the AAPAM roundtable conference, AAPAM was quick to agree and support the initiative. With (twenty five) 25 representatives from seven countries (Malawi, Uganda, Tanzania, Namibia, Kenya, Rwanda and Canada), IPAC worked with their partners to address the bottlenecks encountered when mainstreaming gender in their projects. The workshop focused on practical skill development such as when and how to position their work when speaking to senior leaders from whom they are seeking buy-in, and how to analyze their everyday processes to ensure gender inclusivity. Key to this last point was piloting a Gender Lens created by the Ugandan Government, the Government of Ontario and IPAC. Based on a successful Ontario model, this lens offers key questions to be raised no matter where one is at in their policy or program initiative – at the design, planning, implementation, monitoring or evaluation stages. Goodbye to the argument that gender needs to be addressed at the commencement of a project to make a difference – the lens is predicated on an assumption that you can start any time and the time is now. With the support of participants during the pilot, the lens was further tailored to enable it to be effective in addressing barriers that

affect both men and women's needs and interests in government policies and programs. It is now being circulated for all IPAC partners to use.

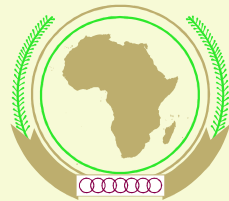
Achieving gender equality isn't simple. It is vast - and we can make

inroads. Public services are well positioned to lead the way; with IPAC's work being one small step. It is our hope that if many public servants started using the Gender Lens in their policy and program work, we might not be so daunted in moving gender equality forward

and our impact could be substantial.

For more information on the Gender Lens, contact Regan Mancini at rmancini@ipac.ca or Jane Mwesiga, Uganda Civil Service College at jane.mwesiga@publicservice.go.ug.

A.U - CAMPS Experts Meeting in Bujumbura, Burundi



African Union

a United and Strong Africa

*By: Julie Muia
Programme Assistant*

The Conference of Ministers for Public/Civil Service (CAMPS) was established in 1994 to support public administration in Africa through initiation of reforms, and codes and standards for effective public administration and development of States on the Continent. The primary aim of the Ministers Conference is to develop capacity of African States and their public service institutions to deliver efficient and effective services to their citizenry.

The CAMPS was initially an initiative of the African Ministers of Public Service. It was later mainstreamed and transformed into African Union process. In 2013, the Secretariat of the CAMPS was officially handed over to the African Union. Since then, the AU-CAMPS continues to champion reforms in public service in Africa with a vision of building capable developmental States in Africa over a long-term period of ten (10) years.

As part of its development agenda, AU- CAMPS organized an expert and service champions meeting in Bujumbura, Burundi from 11th -15th November 2013. AAPAM was represented in the event. The main objective of this meeting was to come

out with a feasible solution for reconstruction and re-enforcement of Public Service and Administration in post-conflict countries. At the opening ceremony, Mr. Abraham Rock Okoko Esseau (Governance Coordinator and Interim Head of AU-CAMPS Secretariat) expressed his appreciation to participant and officials who had made it to the meeting. Participants were officially welcomed to Bujumbura, Burundi by Mr. Kassimba, Senior Political Officer at the Bujumbura representational office (Region of the Great Lakes). According to him, the workshop was relevant, especially to his country- Burundi, which was currently under Post-Conflict Reconstruction and Development (PCRD) he thus expressed his appreciation for benchmarking Burundi as one of the case studies who had made significant strides towards reconstructing the public service.

Prof. Gelase Mutahaba of the University of Dar-es-Salaam. Tanzania made a presentation on his study titled '**Strengthening the Public Service in Post-Conflict Countries in Africa**'. The study was based on a series of studies conducted in three (3) countries; Rwanda, Burundi and Liberia, focusing on post-conflict

development of public administration and public service delivery. Prof. Mutahaba noted that post-conflict reconstruction of the public service relied on a strong and stable reform agenda, focusing on administrative issues which took into consideration certain values, ethics and principles to respect, and practice in Public Service and Administration.

Post- conflict strategies and actions to be adopted in a country should be based on the specific idiosyncrasies of that country, while learning from good practices adopted in other countries. In his research, Prof. notably, highlighted Burundi, amongst the three case studies affected by conflict, Burundi stood out as its Public administration and service system was not severely affected by the conflict, hence the structure needed re-enforcement. It was noted that reconstruction depended on revival and putting back into action indicators of public service such as improvement in delivery, evaluation, monitoring, and other public service issues which could render and make the public service of any country more comfortable and suitable for its people.

Countries that had made improvements include the Republic of Togo who had reinforced its public service and administration with a new reform and new law put in place in 2013 to help ameliorate and boost its public administration and public service delivery.

Recommendations

Participants agreed that in order to strengthening the public service in post-conflict countries in Africa :

1. Establishment of regional post-conflict reconstruction programs in various African countries so as to help in the development processes of public service and administration; this would serve as a tool which other countries can benchmark from.
2. Young Professional programs should be put in place in the domain of public service and administration; this would help create employment for the youths, inclusiveness of the youths, and participation of the youths in the government activities. Youth Participation would serve as a deterrent to conflict while further augmenting reform process.

AAPAM joins A.U- CAMPS initiatives in Anti- corruption and Enhancing Public Administration

A.U- CAMPS Experts Meeting in Lome, Togo

There is a continental consensus that corruption remains a major hindrance in Africa's development, structural corruption hence, must be dealt with to promote developmental on the continent. Article 12 of the African Charter on Public Service and Administration (Art. 7) of the AU Convention on Preventing and Combating Corruption. Research by the African Union and the AfDB estimates that corruption costs Africa 148 billion US Dollars a year, amounting about 25% of Africa's Gross Domestic Product (GDP) and more than all the development aid needed to meet the Millennium Development Goals (MDGs)

The above findings amongst others propelled AU to facilitate the coming into force the African Union Convention on Preventing and Combating Corruption in 2003, and the Advisory Board on Corruption. The Department of Political Affairs of the African Union Commission brought together different anti-corruption and public service experts and practitioners from across the continent to commemorate the 2013 Anti-corruption Day and the mark ten (10) years since adoption of the African Union Convention on Preventing and Combating Corruption.



Delegates in Lome Togo

CAMPS Anti-Corruption Champions is meant to lead the campaign and the fight against bureaucratic corruption in Africa. In order to accomplished the earlier mentioned goal (Developmental State in Africa), the AU-CAMPS Secretariat and the CAMPS anti-corruption Champions celebrated the anti-corruption day on 11th December 2013 in Lome Togo, the opening ceremony was officiated by Hon. Mr. Paka Abalo - Minister of public service of the Republic of Togo.



Opening Ceremony (H.E. Ambassador Kouwaye Virginie, Mr. Calixte Aristide Mbari- Senior Political Officer Political Affairs Department African Union Commission, Mr. Paka Abalo- Minister of public service of the Republic of Togo, Mr. Daniel Batidam the Chairman of the Republic of Togo anti-corruption commission,

Participants in the workshop analyzed the state of corruption in Africa, the AU Convention on preventing and combating corruption, and the African Union Strategy on public sector corruption and concluded that impacts of corruption in Africa was colossal, hence a concerted approach, involving efforts from all stakeholders; governments, civil society and private sector, was paramount.

The event included workshops that enlisted the participation of member states, AU-Conference of African Ministers for Public/Civil Service (CAMPS), All Africa Ministerial Conference on Decentralization and Local Development (AMCOD), Ministers Conference on Human Settlement

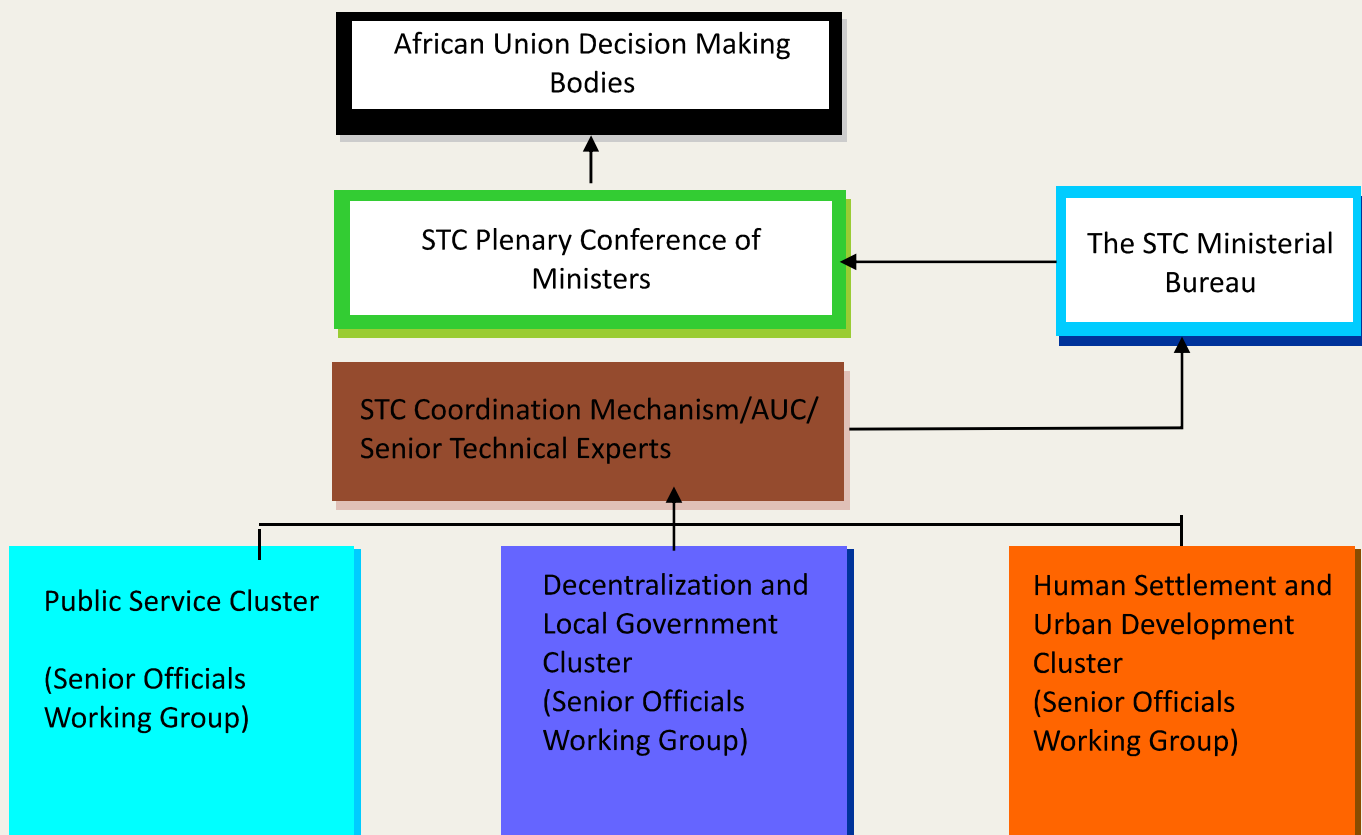
and Urban Development (AMCHUD), other African Public Service specialized organizations like AAPAM and AMDIN. The



Mr. Abraham Rock Okoko Esseau (Governance Coordinator and Interim Head of AU-CAMPS Secretariat) addressing members of the media in Lome, Togo

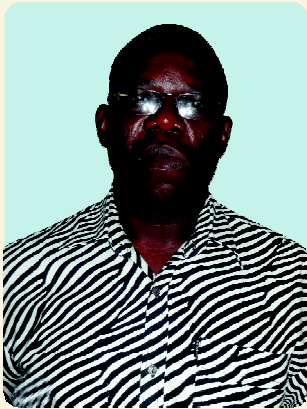
delegates discussed ways of operationalizing the restructured Specialized Technical Committees (STCs) combining the three sectors - the All Africa Ministerial Conference on Decentralization and Local Development (AMCOD); the African Ministers Conference on Human Settlement and Urban Development (AMCHUD), and CAMPS. The participants came up with a proposed structure (see below).

The proposed structure will be tabled before STC Plenary Conference of Ministers for consideration and implementation, after the report is taken through the three sectorial working groups for further consultations and ownership.



Proposed Specialized Technical Committee (STC) Structure

African Union Agenda 2063, Developmental State, and Corruption in Africa



Ikubaje G. John



African Union a United and Strong Africa

Introduction:

The draft working paper of the African Union (AU) on Agenda 2063 identifies

Capable Developmental State (CDS) as one of the fundamental drivers of Africa's transformation. The overarching aim of the agenda is to build an integrated, prosperous and peaceful continent, an Africa driven and managed by its own citizen and representing a dynamic force in the international arena. The revised draft framework document on the Agenda concludes that without CDS across the continent, the agenda may likely not be realised.

Capable Developmental State has been defined to mean a state that act within authority, credibility and legitimacy to meet the needs of its people in social justice, accountability, job creation and promote human capacities, private investment and industrialization. In his analysis of Africa democracy and development, Adrian Leftwich has over the years, contends that what Africa needs is not democracy per say but developmental states. State that has political and bureaucratic elite with genuine determination and autonomous capacity to define, pursue, and implement development goals. Leftwich may be right to an extent in term of

prioritization of democracy and development need in Africa but definitely not in term of entrenchment of the following democratic principles in Africa policy and programmes - participation, transparency and accountability.

Emphasizing the significance of democratic and good governance principles in Africa, Khadiagala argues that popular and effective participation of citizens in public policy processes, transparency, and accountability of government in all its undertakings, particularly in the management of the extractive sector are critical for sustainable socio-economic development in Africa. From the foregoing, it is therefore critical to indicate that what African Union Member States needs to make the 2063 agenda a success include capable developmental and democratic states.

Corruption as an obstacle to Democratic Developmental State:

Many European countries like the Greek, Ukraine and Italy were known to be economically vibrant and developed in the time past but quite a handful of them are today refers to as authoritarian backsliders; meaning that they are no longer vibrant in the practice of democratic and developmental ethos. One key factor that undermines these countries democracy and development is corruption. For example, corruption is today a serious issue in Europe and in other developed countries. Corruption alone is estimated to cost the European Union economy EUR120

billion per year, just a little less than the annual budget of the European Union. This finding is mindboggling and underscores why many European countries are today undergoing serious economic recession and crisis.

Similar to the ongoing European experience, the explanation for weak capable developmental and democratic states in Africa started decades ago with corruption playing a critical underlining role. Aside from corruption that characterised the colonial and post-colonial governments in Africa, the menace, unfortunately continued unabated. In 2009 for example, it was documented by the African Union (AU) and the African Development Bank (AfDB) that corruption cost Africa USD150 Billion a year. This was estimated to be more than the entire international development aid to Africa that year. In other words, Africa does not really need aid from the international development partners if corruption is tackled to its root on the continent.

Corruption Fight and Challenges in Africa:

The above AU and AfDB finding on corruption in Africa has fundamentally influenced and shaped the continent programmes on anti-corruption. It has also led to the emergence of different anti-corruption measures and programmes (vertical and horizontal measures), particularly at the continental level. Some of these

include development of normative and institutional frameworks against corruption. The leading initiative at the continental level is the African Union Advisory Board on Corruption⁶, the African Union Convention on Preventing and Combating Corruption⁷, the Governance Monitoring component of the African Peer Review Mechanism and the African Union anti-Corruption Policy for the public sector.

At the regional level, we also have the following among others initiatives, the ECOWAS Protocol on corruption, the ECOWAS' Inter-Governmental Action Group against Money Laundering (GIABA), the SADC Protocol on corrupt practices and the South African Forum against Corruption (SAFAC) coupled with the East African Anti-Corruption Authorities (EAAACA).

Anti-Corruption measures at the national level are numerous. They include vertical and horizontal. Despite all these, corruption remains a grandstanding source of socio-economic inequality, mass poverty distribution and underdevelopment proliferation in Africa.

Conclusion and Policy Implication:

The Structural Adjustment Programme (SAP) of the late 1980s and early 1990s failed due to so many reasons; one of the explanations is that the programme situates development in the hands and heart of the private sector as against the public sector. The experience has now shown that for sustainable development to take place, the state that design and implement development policies must sit at the development driver seat.

For Agenda 2063 to be actualised, African Union Member States must be development focused. Fortunately, there are so many African Union normative instruments that can help to accomplish that, they include the AU Charter on democracy, election and governance, the African Union Charter on Human rights, and the African Union Charter on the Principles and Values of Public Service and Administration. In particular, the overall aim of the AU Public Service Charter is to promote an effective public service delivery

“Corruption as an obstacle to Democratic Developmental State”

towards a capable developmental state in Africa. African Union Member States therefore urgently need to align their public service practices with the provisions of the Charter and take anti-corruption fight very seriously, particularly in line with the AU convention on Preventing and Combating Corruption. With these and other efforts, capable developmental state will definitely be a reality on the continent.

Furthermore, for African Agenda 2063 to be feasible, African countries must re-create and re-design their states and make them development focused. Excellent and pragmatic

development agenda has never been in want on the continent, the challenge has always been implementation. African Union Member States must therefore work towards aligning their development programmes alongside the continental and regional development agendas for cohesion. Africa Union Member States, Regional Economic Communities, Regional mechanisms and the African Union Commission must all embrace good governance principles, particularly effective citizens' participation in public policy processes; public sector Accountability and transparency in all public sector activities. They must also manage their natural and other resources to create wealth through industrialisation, eliminate social inequality, generate jobs and promote sustainable socio-economic development in Africa. To crown it all, for African countries to

“Corruption Fight and Challenges in Africa”

overcome the challenge of economic recession that currently characterise some of the western countries, corruption must be their number one enemy and it must be seen to be so and dealt with as stipulated in the African Union Convention on Preventing and Combating Corruption.

Quality Leadership for Efficient and Effective Management of Public Service in Africa - AAPAM 35th Roundtable Conference Highlights

By Elizabeth Muia, AAPAM Research and Consultancy Assistant

The AAPAM Roundtable Conference is beyond doubt one of Africa's premier events that highlight the true reflection of the African public sector. The conference has remarkably grown over the years bringing on board different players in the African public sector.

The 35th Roundtable Conference was hosted by the Government of Rwanda {Ministry of Public Service and Labour (MIFOTRA)} and the African Association for Public Administration and Management (AAPAM) at Serena Hotel in Kigali from the 18th to 22nd November 2013. The Rwanda Conference centered on the theme *"Quality Leadership for Efficient and Effective Management of Public Service in Africa"*.

By all accounts, the main objective of interrogating the essentials of quality leadership by proposing avenues for leadership development for the African Public Service was met; this was well integrated with AAPAM's main objective of sharing best practices, knowledge, experience and skills to delegates. The level of government geographical location, age and operational goals may have been different however the delegates were able to share a common set of challenges faced within the context of leadership. This understanding was further discussed by delegates and seemed even more apparent during tea breaks and corridor discussions.

The Roundtable Conference provided a great networking avenue for delegates, with 600 (400 registered) delegates from thirty one (31) countries gracing the event. The United Republic of Tanzania



recorded the highest number of participants; congratulation to the United Republic of Tanzania. Lesotho, Zambia, Ghana, Rwanda, Kenya and Uganda too participated in large numbers in the forum defining the convergence of Cabinet Ministers; Heads of Public/Civil Services and Secretaries to Cabinet; Permanent/Principal Secretaries and other high ranking Government Officials; Chairpersons and Commissioners for Public Service Commission; Heads of Management Development Institutes (MDI); Development Partners; Representatives of Statutory Institutions; Scholars, Researchers and AAPAM Young.

Professionals amongst other players in the sector. Other countries represented in the event included Benin, Belgium, Botswana, Burkina Faso, Burundi, Cameroon, Canada, Congo Comoros, Ethiopia, Gambia, Ireland, Ivory Coast, Liberia, Mali, Malawi, Mauritius, Namibia, Nigeria, Sierra Leone, South Africa, South Korea, South Sudan, Sudan, Swaziland, United Kingdom and USA.

The Conference was officially opened by Right Hon. Dr. Damien Habumuremyi, Rwanda's Prime Minister on behalf of His Excellency Paul Kagame, President of the Republic of Rwanda. In his opening remarks, the Prime Minister reflected on the theme of the Roundtable Conference and highlighted that it correctly offered an opportunity for participants to describe what makes up leadership in Africa's public service. The opening address was followed by remarkable messages of solidarity from AAPAM partners. They applauded AAPAM's contribution to sustainable development in public administration and management. Partners represented at the conference included Institute of Public Administration of Canada (IPAC), United Nations Department for Economic and Social Affairs (UNDESA), Deloitte East Africa, International Institute for Administrative Sciences (IIAS), Belgium and The African Development Bank (ADB), Korea Institute of Public Administration (KIPA), Kenya Institute of Management (KIM), African Union Conference of Ministers of Public Service (AU-CAMPS).

The conference focus was set by a powerful Keynote address delivered by Dr. John-Mary Kauzya, Chief of Public Administration Capacity and Development Management UNDESA. He focused his Keynote address on Developing Quality Public Service Leadership Capacities for Rapid Transformation and Sustainable Development in Africa. His presentation reflected on the current leadership challenges, ranging from ensuring and sustaining professionalism and integrity, sustainable development and poverty eradication, creating and sustaining legitimate state institutions and developing service oriented leadership. Dr. Kauzya called on African member states to take seriously the question of succession planning by ensuring that it is a proactive and systematic investment in building a flow of leaders within the public service, so that when transitions emerge, public service leaders at all levels are available and ready to take the relay further segmenting the importance of programmes such as the AAPAM young professionals network. He additionally called on delegates to embrace diversity and effectively manage it in a way that taps its potential for development.

The Conference enlisted the launch of the AAPAM 2013 book titled Citizen Engagement, Service Delivery and Decentralization in

Africa in a colourful dinner ceremony. The book launch was officiated by Mr. Abdon Jok Nhial AAPAM President with a brief review given by the editors Mr. G.K. Scott, AAPAM Secretary General and Prof. Malcolm Wallis, Lecturer/Researcher, Regent Business School, South Africa respectively.

New Features

The 35th Roundtable Conference was unique as delegates engaged in plenary and concurrent sessions featuring new programmes actively involving the academia, the ministers amongst other facets. The informative sessions offered a platform to some of our partners to share with the delegates additional developmental agendas realized across the continent. In this session, Mr. Abraham Rock Okoko Esseau, AU-CAMPS shared with the delegates the Management Guides and a handbook for Management Development Institutes (MDIs), all initiated to support African managers in the implementation of the African Charter on the Values and Principles of Public Service and Administration. He took the forum through the three guides namely: leadership and management development; performance management and measurement; and human resource planning and policy architecture. Dr. Nura Mohammed,

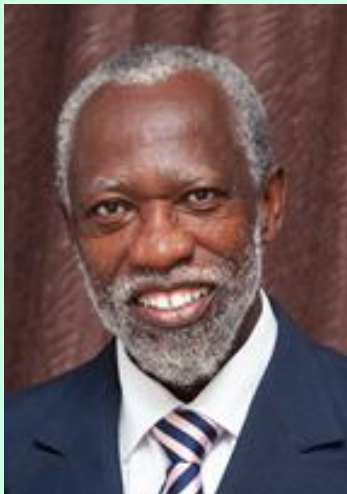
Africa Management Development Institutes' Network (AMDIN) equally discussed the state of public service in Africa programme (SOSPA).

The breakaway sessions enabled specialized groups to delve deeper into more focused issues. For example, the Africa Public Sector Human Resource Managers' Network (APS-HRMnet) session discussed developing leadership capacities for the achievement of rapid and sustainable development in Africa. The Cabinet Secretaries/ Heads of Public Service Session led by Dr. Mark Johnston, Interim Director, Africa Cabinet Government Network and Mr. Joe Eshun, Partner and Regional Strategy and Operations Leader, Deloitte East Africa was another breakaway session for more specialized engagement. The academia session on its part discussed the conference theme and established a task team to implement the recommendations arising from the discussions. The AAPAM Young Professionals Network session attended by more than fifty three (53) individuals from twelve (12) countries discussed how to ease the youth into the sphere of quality leadership and other issues of interest to the delegates.

AAPAM also introduced the Ministerial panel platform to engage the Honorable Ministers /Cabinet Secretaries in continental issues affecting Africa. The session delved into navigating the conundrum that is the political/administrative interface by infusing a Ministerial perspective to conference deliberations. The conference additionally convened a meeting session for AAPAM Regional Vice-Presidents with their constituents. This was a grand platform for networking, information sharing and consultations on matters of general mutual interest as AAPAM seeks to improve and better serve their members.



Right Hon. Dr. Damien Habumuremyi, Rwanda's Prime Minister



Prof. Steven Adei (Ghana)

The Testimonial Lecture titled *innovation and change in public service: the leadership factor*

presented by Prof. Steven Adei (Ghana) climaxed the event. Prof. Adei shared with the audience his extensive experience in different domains such as in the public sector, academia and international organizations at senior levels. He emphasized that “leadership is cause, everything else is effect” thus urging all to be competent, effective, efficient, visionary and pro-active leaders in their respective domains.

The conference also enrolled a grand five day exhibition by different exhibitors across various sectors and countries. Organizations showcased their programmes and services allowing delegates to purchase books, coffee, and tea among other items. Organisations like AAPAM, IPAC and Deloitte too were among the exhibitors. Lastly AAPAM and the Institute of Public Administration Canada (IPAC) successfully held the Gender Mainstreaming workshop from the 23rd – 25th November at the Gorilla Golf Hotel in Kigali, Rwanda. In attendance were eighteen (18) participants from Kenya, Tanzania, Malawi, Namibia, Uganda and Canada. Delegates were trained on gender mainstreaming with the workshop diving into the development of gender tools like the gender lens, gender checklist amongst other gender mainstreaming facets. *(Read more on this as discussed in this issue by Regan Mancini, Program Manager IPAC)*

The conference was spiced with tradition, tourism and memorable cultural presentations especially during the dinner ceremonies including the Innovative Management Award (IMA) event. Delegates enjoyed the unique,

rich, elaborate, educative and exciting Rwanda cultural dances. Delegates were also privileged to visit various sites such as the Kigali Memorial Centre, Lake Kivu and the Rwanda-Democratic Republic of Congo (DRC) Border. Conference participants patiently enjoyed the long caravan ride through the peaceful, clean Kigali city and Rwanda countryside. The serene, magnificent and lush countryside topography verified to the international participants that for sure Rwanda is ‘Land of A thousand Hills’. Delegates certainly enjoyed the breathtaking landscapes that define Rwanda- a land and home to the Gorillas and numerous lakes.

Innovative Management Award (IMA)



The Innovative Management Awards dinner ceremony was held on the third day of the conference. AAPAM recognized the finalists by awarding them certificates of recognition. The five finalists were, **Integrated Polytechnic Regional Center (IPRC Kigali), Rwanda-** Electricity from Domestic Biogas Project; **The Kenya Judiciary, Kenya-** Integrated Case Management System Project; **Ghana Prison Service, Ghana-** Prison Inmates’ Education Project; **Malawi Broadcasting Corporation, Malawi-** Barefoot Journalists Project ; and **SAMU, Ministry of Health, Rwanda-** Closing the Gap of Geographical Barrier to Health Care through SAMU Project. Dr. Roland Msiska, Chairperson AAPAM IMA Jury reported that the finalist projects’ failed to meet the awards criteria. The jury acknowledged that the five projects did not exemplify innovations they had been undertaken elsewhere both at continental and global levels. The jury therefore regretted to announce that no project qualified for an award.

To avoid a repeat of no winner scenario, Dr. Msiska reported that the Jury recommended that there was a need to revise the project selection criteria. Adequate sensitisation was also pivotal to ensure that only projects that can truly be considered as innovations are submitted and considered for the Innovative Management Awards. AAPAM was moreover asked to ensure governments are clearly appraised on the concept of innovation and its importance in public administration. In addition, member states will need to clear submissions centrally before submitting them to AAPAM.

2014- Ethiopia We Come!

After successful deliberations, Hon. James Musoni, Minister for Local Government of Rwanda declared the five day conference officially closed. Delegates left better informed, energized and looking forward to the 36th Roundtable Conference in Addis Ababa, Ethiopia at the invitation of the Federal Republic of Ethiopia. The 2014 Conference theme is: **Effective Partnerships between Ministers and Bureaucratic Leaders: From Policy Formulation to Implementation.** AAPAM President Mr. Abdon Jok Nhial led the delegates thanking the Federal Republic of Ethiopia for the invitation

and generous offer to host the 2014 Annual Roundtable Conference.

In the end, delegates concurred that quality leadership is the foundation of better social- economic transformation of any country and that African leadership is often seen through the lens of corruption, nepotism and incompetence. Africa is significantly experiencing changes in all spheres of life as it strives to delight its citizens by implementing many reforms across the continent. The 35th Roundtable Conference thus encouraged AAPAM to continue with the important task of providing both technical and strategic support to member states to ensure timely implementation of conference recommendations.

SEE YOU IN ETHIOPIA!!!!



You are cordially invited to the 36th Roundtable Conference

Theme: "Effective Partnership between Ministers and Bureaucratic Leaders: From Policy Formulation to Implementation"



*Date: 17th- 21st November 2014
Venue: Addis Ababa,
Federal Democratic Republic of Ethiopia*

For more information visit: www.aapam.org
Reserve your place: <http://aapam.org/index.php/36th-roundtable-conference-2014>

“Leaders are not only born but also made”

YPN members recorded a tremendous improvement in conference attendance as compared to last year’s attendance AAPAM 35th Roundtable Conference was attended by more than fifty (50) participants from twelve (12) African countries. At their special session chaired by... YPN Chair... thanked AAPAM for the continued support to the Network through succession training and mentorship programs accorded to them, and the hosting national chapters for the continued support and encouragement in the execution of their activities.

YPN session facilitators Mr. Samuel Macharia (former YPN) and Mr. Samwel Kumba (YPN member) from Kenya School of Government (KSG) presented on the sub-theme: *“Easing the Youth into the sphere of Quality Leadership: Challenges and Opportunities”*. Their presentations highlighted importance of succession training to augment youth participation in the policy making in the public administration and Management spheres.

The presentation further discussed:-

- Leadership and role of leaders in grooming young leaders for future and sustainable Africa’s public service
- Challenges facing youth today and

interventions leaders can apply to address them. It stressed on the importance of Youth leadership which entails the ability to guide/direct, influence opinions and behaviors of others, and serve as role models.

As future leaders, the presenters encouraged YPN members to engage in good decision making from the stage they were in i.e. most of YPN members are junior executives in their respective ministries with considerable decision making responsibilities; in doing so, they would allow for room for correction from seasoned leaders in the spirit of succession training. Decisions made at that level do indeed shape the trajectory of young leaders. Vices such as corruption and partisan attitudes need be shunned at that level to limit it being propelled to the national stage

Lesson learned from the 35th Roundtable Conference

- Leadership is key to the development of an efficient and effective public service in Africa
- A good leader should embrace character, competency, care for others and courage
- From the experience shared from different parts across the world including Korea, Canada, AU – CAMPS, Nigeria, South Africa,

Ghana, Uganda, Kenya, Malawi, Tanzania and Rwanda the young professionals will benchmark through social networking and implement what can work in their respective countries,

- Challenges facing public service can be solved through home grown solutions
- The future of public service rest upon innovation, creativity, change and doing things differently through taking calculated risks
- Emotional Intelligence is competency of a good leader
- Young professionals need to brand themselves and clearly demonstrate their competencies, innovativeness and creativity as well as managing change

“YPN members recorded a tremendous improvement in conference attendance as compared to last year’s attendance. Over fifty (50) young professionals attended comprising of nearly 7% of the total attendance. We hope that this will be raised to 20% in the next Roundtable Conference”

“Young people should be at the forefront of global change and innovation. Empowered, they can be key agents for development and peace. If, however, they are left on society’s margins, all of us will be impoverished. Let us ensure that all young people have every opportunity to participate fully in the lives of their societies. A society that cuts off from its youth severs its lifeline” - Kofi Annan

AAPAM'S GETS A NEW FINANCE AND ADMINISTRATION OFFICER



Mr. Gerado Akumu

AAPAM welcomed a new Finance and Administration Officer (FAO)

Mr. Gerado Atito Akumu early this year. Mr. Atito replaces the former FAO Mr. Samson Mugwe. The new FAO has more than twenty years of experience in the public sector. He has served in different capacities in the managerial, administration and accounting fields. Until his appointment, Mr. Akumu worked with the National Treasury - Government of Kenya as the Deputy District Accountant, in charge of International Food for Agricultural Development (IFAD) in Kuria, West District with the. At the National Treasury, he held the position of Accountant II.

Mr. Akumu will be handling matters relating to accounting, financial management, administration, budgeting, cash flow management, internal auditing, and the implementation of AAPAM strategic plan. The new officer is well equipped to handle the challenging role that he will handle due to his experience and skills gathered throughout the years. He is about to complete the Certified Public Accountants (CPA) Exams Part III. AAPAM welcomes Mr. Akumu to the AAPAM Secretariat and wishes him well as he starts his journey with AAPAM.

Book Review

A major constraint to effective implementation of national visions by African countries is the inadequate engagement of citizens in governance and development through decentralization of powers, resources, functions and responsibilities to autonomous local government (Scott and Wallis 2013).

The African Association for Public Administration and Management (AAPAM) successfully launched the book *Citizen Engagement, Service Delivery and Decentralization in Africa* during a colorful dinner ceremony at the 35th Annual Roundtable Conference. The book was launched by Mr. Abdon Jok Nhial, AAPAM President/Head of Public Service, South Sudan and edited by Mr. G.K. Scott (AAPAM secretary General) and Prof. Malcolm Wallis (Lecturer and Researcher Regent Business School, South



Prof. Malcolm Wallis

The book addresses specific challenges associated with rural development in many African states

The book gives an insight on strengthening citizen engagement through decentralization to enhance public service delivery in Africa. It is a wonderful manuscript arising from the realization that inadequate engagement of citizens in governance and development through decentralization of powers, resources, functions and responsibilities to autonomous local government is a major constraint to effective implementation of national visions by African countries.

and devolution. At both conceptual and more empirical levels the authors have linked these terms to issues of citizen engagement and service delivery in the context of African development not only in general terms but also on particular national experiences.

The book gives an insight on strengthening citizen engagement through decentralization to enhance public service delivery in Africa

Africa/AAPAM Gold Award Winner 2011) respectively originates from the 33rd AAPAM Roundtable Conference held in Lilongwe, Malawi.

The book draws from evidence based research to illustrate and explain some important and sometimes confusing terms like – decentralization, deconcentration

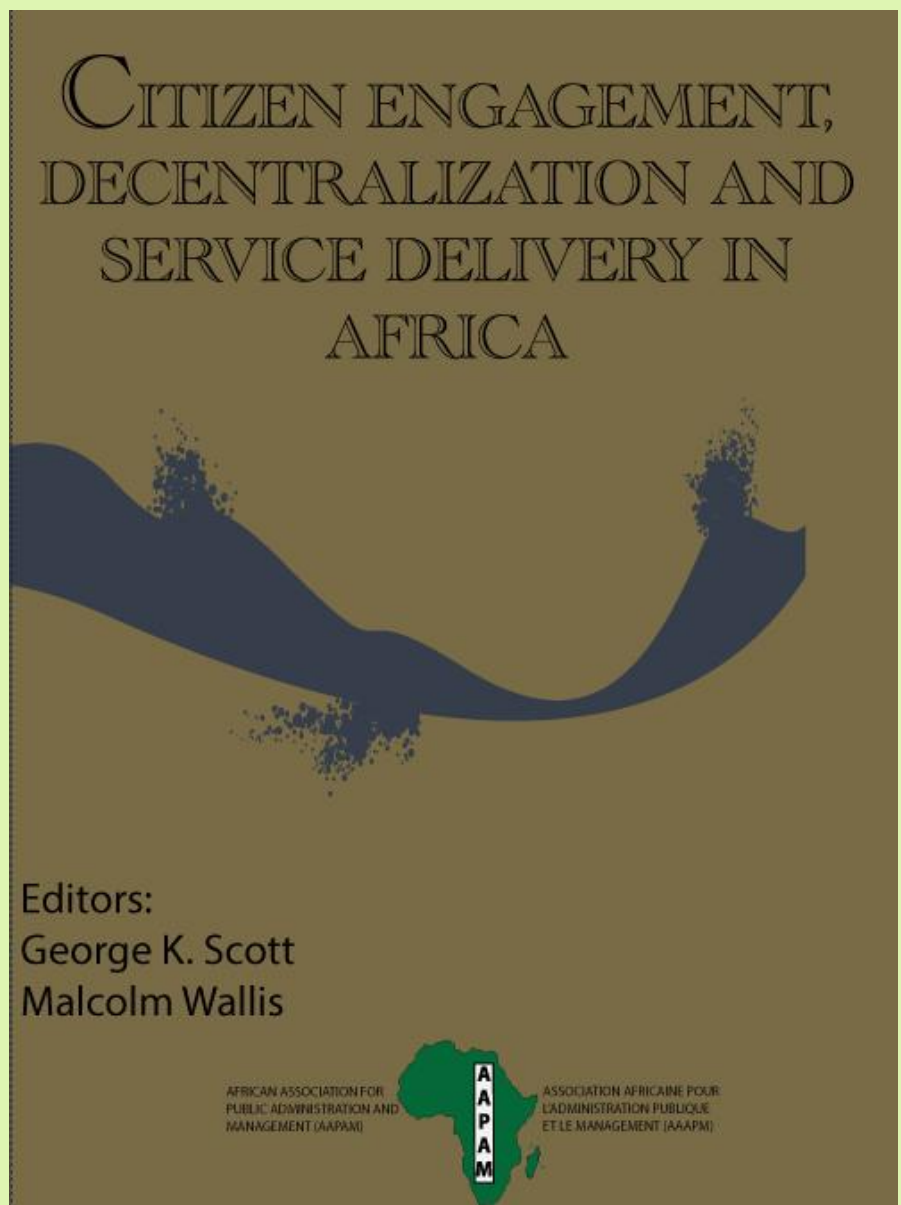
The book addresses specific challenges associated with rural development in many African states based on a Malawi case study. Various parts of the book also feature the influence of donors, roles played by politicians, dynamics of communities and, recurring and serious problem of implementation action by governments. The book chapters certainly provides both general and specific focus country case studies like Malawi, Mali, Ghana, Kenya and Nigeria experiences.

This book is therefore for governments, scholars, policymakers, managers, leaders, administrators, students and the general public who are keen to make and implement informed policies on matters of decentralization, this book is a priceless asset for development as far as citizen engagement in governance is concerned.

The book addresses
 specific challenges
 associated with rural
 development in many
 African states



AAPAM Book launch



AAPAM Award for Best Student Essay

AAPAM is pleased to reintroduce the best student essay award; the best student essay competition aims open a forum of knowledge sharing among students from universities and all learning institutions in Africa. The award presents an opportunity for students to develop their data collection, analyzing and

interpretation skills by showcasing their works with the rest of Africa. Participates are welcome to generate ideas and address issues ranging from; public administration and governance, peace and security, gender and youth.

Interested applicants must send, in Word format, a maximum of 500

words on their selected topic to the secretariat on aapam@aapam.org or julie@aapam.org before November of every year. Selected applicants will be featured in AAPAM publications and stand a chance to be awarded best student essay at the Annual Roundtable Conference.

Essay on East African Community (EAC) Regional Security

During one of my inaugural graduate classes, my professor made a strange remark "Universities do not offer solutions to world problems!" My area of concern is International Relations in the field of peace and conflict resolution, the statement in retrospect, set the pace for the entire programme, as I set out to understand the East African Community (EAC).

EAC was first established in 1967 after the signing of a tripartite agreement by the then Presidents of Kenya, Tanzania, and Uganda; the Community collapsed soon after in 1977 owing to a range of issues from mistrust to new found independence. July 2000 marked the rebirth of the EAC; following the process of ratification and deposit of the instruments of ratification with the Secretary General. Rwanda and



By: Julie Muia, Programme Assistant

Burundi would become full members of EAC in 2008.

The concept of regional integration is not new in Africa, reasons for integration mainly revolved around economic development. Accordingly, the vision of EAC is to have a prosperous, competitive, secure, stable and politically united East Africa; the Mission goes on to include political, social and culture integration in order to improve the quality of life of the people of East

Africa. To this effect the EAC members established four pillars of integration; Customs Union (2005), Common Market (2010), Monetary Union and ultimately, Political Federation. Each pillar is governed under a protocol i.e. the common markets protocol; according to the treaty, member states have Four (4) years to complete each pillar. Membership, according to Article

(3) of the EAC treaty, states are eligible to join the Community once they fulfil requirements such as:

- Adherence to universally acceptable principles of good governance, democracy, the rule of law, observance of human rights and social justice;
- Potential to contribute towards the strengthening of integration within the East African region;
- Geographical proximity to and inter-dependence between it and the Partner States;
- Establish and maintain a market driven economy.

“EAC remains cognizant of the reality that stability and security of the region are necessary prerequisites for successful integration”

Post conflict- states such as Somalia, Sudan, South Sudan, DRC and Ethiopia have applied for membership to EAC, the then Chairman of EAC in 2012, H.E. Mwai Kibaki welcomed the states interest as the Community seeks to deepen and widen integration; which is vital to EAC’s survival. South Sudan applied for membership to the

Community in 2011, in 2013, South Sudan made alignment strides by sending a high level mission to the EAC Secretariat in Arusha, Tanzania, showing signs that it was likely to become the 6th member of EAC, the application status however, is yet to be revealed.

As the Community continues to become more attractive for membership, owing to its collective bargaining power, EAC remains cognizant of the reality that stability and security of the region are necessary prerequisites for successful integration. Previous experiences with conflicts in the member states and spillover effects from neighboring states have shown that development of the entire region can be hampered or even thwarted by a national crisis of one of its members. While the effects of conflict are adverse, conflict can also create the opportunity to identify how structures can be transformed into constituting incentives for collective as opposed to unilateral action.

A noted structure put in place by the EAC to address peace and security in the region is the Nyerere Center for Peace Research (NCPR), the Center aims to build capacity in conflict prevention and peacebuilding through research and training (Track 5 diplomacy- peacebuilding through research, training and education). The Center aims to provide short training courses in conflict analysis, post conflict reconstruction, Demobilization Disarmament and Reintegration (DDR) programmes.

Training is geared towards promoting peace and security as a means of enhancing regional integration and development. NCPR is of strategic importance as regional efforts to peace and security are cost effective and more effective.

The Common Regional Public Goods (CRPG) model presents another avenue for peace and security. CRPG calls for a convergence of regional, state and local interest on security and foreign policy; the underlying logic behind CRPG is to use the common demands for security and development as imperatives for integration. In essence it focusses on a bottom up approach to regional integration where elements such as collective need for infrastructure, is used as a premise. With collective interest, comes collective responsibility, therefore, within the CRPG model, states will endeavor to maintain peace so as to protect CRPG. Projects such as the Lamu Port Southern Sudan-Ethiopia Transport (LAPSET) and the Standard gauge railway line in East Africa are some of the projects set to cement regional integration and potentially, encourage peace and security.

While the treaty is clear on the requirements needed to join EAC, there is tremendous potential to play a more active role in reconstructing post-conflict countries and fast tracking their economic and social agenda to ensure that the mandate of deepening and widening integration is achieved.

Upcoming Events 2014

Leadership Capacity Development Workshop

Date: 16th- 20th June 2014

Venue: Kenya School of Government Nairobi, Kenya

Charges: Host Country USD\$ 1,200 Other Participants USD\$ 1,300

Enhancing Governance and Financial Administration in Africa

Date: 15th- 17th July 2014

Venue: Tloto Conference Center Gaborone, Botswana

Charges: Host Country USD\$ 550 Other Participants USD\$ 650

AAPAM Young Professionals Conference

Theme: Leadership, Game Changers: The Future of Africa's Public Administration

Date: 25th - 27th August 2014

Venue: Kenya School of Government Nairobi, Kenya

Charges: Host Country USD\$ 450 Other Participants USD\$ 500

AAPAM 36th Roundtable Conference

Theme: Effective Partnership between Bureaucratic Leaders: From Policy Formulation to Implementation

Date: 17th- 21st November 2014

Venue: Addis Ababa, Ethiopia

Charges: Host Country USD\$ 300 Other Participants USD\$ 400 Spouse USD \$200

AAPAM Young Professionals Conference			
	Theme: "Leadership, Game Changers: The Future of Africa's Public Administration Sectors"		
	15 th - 17 th September 2014 Kenya School of Government (KSG) Nairobi, Kenya		AFRICAN ASSOCIATION FOR PUBLIC ADMINISTRATION AND MANAGEMENT (AAPAM)

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