



# AAPAM

THE AFRICAN ASSOCIATION FOR PUBLIC ADMINISTRATION AND MANAGEMENT  
NEWSLETTER



Delegates at the AAPAM Young Professionals Conference at the Kenya School of Government from 15<sup>th</sup>-17<sup>th</sup> August 2014.

## In This Issue

**Managers and Administrators meet at Leadership Capacity Development Training** - page 4

**Managers and Enhancing Governance and Financial Administration in Africa** - page 5

**Silencing the Guns** - page 10  
**Healthier You** - page 12

**The 13th Session of the UN committee of Experts on Public Administration** - page 13

**African Leaders of Tomorrow Scholarship** - page 16



**PRESIDENT**

**Dr. Roland Msiska**  
Secretary to Cabinet  
Head of Civil Service  
Cabinet Office

**DEPUTY PRESIDENT**

**Mr. Mohamed Moubdia**  
Minister of Public Service and  
Modernization of Administration  
Kingdom of Morocco

**SUB REGIONAL VICE PRESIDENTS**

**Vice President, North Africa**

**Dr. Atif Mohamed Ahmed**  
National Council for Training  
Ministry of Human Resources Development  
Khartoum, Sudan

**Vice President, West Africa**

**Mrs. Bridget Katsriku**  
Chairperson Public Service Commission  
Government of Ghana

**Vice President, Southern Africa**

**Mr. Mashwale Diphofa**  
Director General- Department of Public Service  
and Administration (DPSA)  
Government of South Africa

**Vice President, Central Africa**

**Mr. Pierre Vincent Ngambo Fondjo**  
Secretary General Ministère de la Fonction publique  
et de la réforme administrative de la République du  
Cameroun

**Vice President, East Africa**

**Prof. Gelase Mutahaba**  
Prof. of Administration  
Department of Political Science and  
Public Administration  
University of Dar es Salaam

**Vice President Headquarters  
(Ex-Officio member)**

**Mr. Titus M. Ndambuki**  
Commissioner  
Public Service Commission  
Government of Kenya

**SECRETARY GENERAL**

**Mr. George Kojo Scott**

**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

1. Hon. Deng C. Malang
2. Dr. Finlay Sama Doh
3. Mrs. Gertrude Mpaka
4. Mr. Joseph Dada

Representatives of Corporate Members

1. Uganda Management Institute
2. Kenya School of Government
3. Lesotho Institute of Public Administration and Management
4. Ghana Institute of Management and Public Administration
5. University of Pretoria

# Letter from the President



Happy New Year,

Greetings from the Executive Committee, Council and Secretariat of African Association for Public Administration and Management (AAPAM). The year 2014 was truly an exciting year for AAPAM as we sought to address potent issues in public administration in the African continent.

AAPAM 2014 programmes included; Leadership Capacity Building workshop, held in collaboration with the Kenya School of Government Nairobi (KSG); Governance and Financial Administration workshop, held in collaboration with the Center of Specialization in Public Administration and Management (CESPAM) of the University of Botswana; and the Young Professionals Conference, held in collaboration with the Ministry of Devolution and Planning, Republic of Kenya. It is our sincere hope that the programmes offered went a long way towards building your capacity as a public administrator and leader.

AAPAM has partnered with a number of organizations over the years. Since 2001, AAPAM and the Institute of Public Administration of Canada (IPAC) have collaborated on numerous programmes across Africa, delving

on topics ranging from governance to gender mainstreaming. This year, AAPAM, IPAC and the Kenya School of Government (KSG) will hold a training course on Leading Change Effectively in Government from 27<sup>th</sup> – 29<sup>th</sup> January 2015 at KSG Nairobi, the training will be delivered by experienced public servants from across the world. For more 2015 programmes keep visiting our website to view a detailed calendar of events.

From our books corner, AAPAM converted some of the papers from the Roundtable conference into books as a way to stimulate research and readership; this has resulted in the publication of two new books; Citizen Engagement, Decentralization and Service Delivery in Africa, and Performance Management for Improving Public Service Delivery in Africa. The Publications outline simple facts about the facets of public administration. Through our publications, we hope to spark debate on the various approaches of improving service delivery. We envisage that the books will be particularly helpful to public sector leaders tasked with the responsibility of ensuring quality and timely service delivery, scholars, researchers and avid readers.

Due to unavoidable circumstances, the 36<sup>th</sup> Roundtable conference scheduled for November 2014 did not take place. Our sincere apologies for any inconveniences caused due to the cancellation. After numerous consultations and an invitation from the Kingdom of Morocco, I am glad to announce that the 36<sup>th</sup> Roundtable conference will be held from 2<sup>nd</sup> – 6<sup>th</sup> March 2015, in Rabat Morocco under the theme: “Effective Partnerships for Citizen Centered Sustainable Development”

The 36<sup>th</sup> Roundtable Conference will also have an important element to it; members will recall that AAPAM elections for the Executive Committee are held after every 3 years; having completed the postulated time frame, the term for both the Executive Committee and the Council will end at the conference; the General Assembly will hold elections to elect new holders. I encourage all members to plan to attend this conference; we look forward to having fruitful deliberations as well as deciding the future leadership of AAPAM.

Esteemed members, this Newsletter will mark my last editorial as AAPAM president, I humbly step down from this position; it has truly been an honor serving the Association. As AAPAM President and a public servant, I have had the distinct pleasure of interacting with public servants from across the world and witnessing changes in the African continent; an experience I will forever carry with me.

Although I will make my farewell statement in the Kingdom of Morocco, allow me to acknowledge: African governments, and specifically my home country South Sudan, for their unwavering support to AAPAM; our development partners IPAC, UNDESA, AU, Commonwealth Secretariat; esteemed members for your continued support to me personally and to AAPAM and finally the zealous AAPAM Secretariat. I wish the incoming Executive Committee all the best as they step into this exciting role. Allow me to bid you farewell.

Yin aca leec,  
Sincerely,

Abdon Agaw Nhial

# Managers and Administrators meet at Leadership Capacity Development Training, Kenya School of Government Nairobi

AAPAM in 2014 launched an array of capacity building initiatives to empower the continent civil/public servants to adequately address the challenges of the contemporary world. The ever growing information explosion, demanding and more conscious citizenry, complexity of civil wars and the ever-growing challenges calls for continuous skilling of public/civil managers and administrators.

Therefore, AAPAM in collaboration with the Kenya Association for Public Administration and Management (KAPAM) successfully conducted the Leadership Capacity Development Training for Africa public service managers in Nairobi, Kenya from the 16th – 20th June 2014. The training saw participation of forty one (41) delegates from nine (9) African countries- Democratic Republic of Congo, Ghana, Kenya, Lesotho, Malawi, Nigeria, South Africa, South Sudan and Uganda. The participants were high level public service officers and managers/directors in state corporations/agencies; including the Director General ASCON, Commissioners, Chief Executive Officers among others.

The training was officially opened by Mr. Titus Ndambuki, Commissioner - Public Service Commission of Kenya and AAPAM Vice President for East-Africa. The event was graced by other speakers including; Dr. Ludeki Chweya - Director General, Kenya School of Government; Mr. G.K. Scott - AAPAM Secretary General; Prof. Margaret Kobia, CBS - Chairperson, Public Service Commission of Kenya and Dr. Wale Akinyemi - consultant, author and inspirational speaker. Facilitators for the program comprised of practitioners, researchers and academics which ensured there was synergy between different facets during discourses and engagements. The event was officially closed by Mrs. Leah Munyao - Director Academic Affairs accompanied by Mr. Osman H. Ibrahim, OGW - Director Finance and Administration, KSG Nairobi.

Some of the Participants from Nigeria and Kenya in the training session



## The Course

The course for the Leadership Capacity Development Training for Africa targeted persons in leadership and management positions in government and public sector organizations. It aimed at enhancing leadership skills among senior public officers by imparting them with responsive and adaptable skills to adequately tackle the ever changing and complex challenges at both national and continental levels. The training was divided into four main themes - building public service leadership capacity, leading change and delivering quality results, national vision and role of private sector and public sector transformation and reforms.

The course tackled critical issues such as performance management, gender mainstreaming, transformative leadership, change management, public private partnerships, public sector transformation and reforms. The training exposed the senior public officers to tools which can guide their organizations in areas of policy development, strategic negotiations and planning, change management as well as in improving productivity. The participants learnt both through presentations, case studies, groups and plenary discussions. Delegates were urged to apply what they had learnt to the benefit of the continent. One of the facilitators, Prof. David Minja from Kenyatta University, Kenya on tackling good governance and value based leadership in Africa noted that values and integrity are key drivers of change. He aptly captured this through Alfred Adler's words;

*Men of genius are admired  
Men of wealth are envied  
Men of power are feared  
But only men of character are  
trusted*



Participants keenly listening to a presentation at Olkaria, Geo-thermal Station at Naivasha

Dr. Wale Akinyemi, the Chief Transformation Officer, Powertalks, also advised the participants to be cognizant of two categories of people; those who are prisoners of yesterday and those who are voyagers of tomorrow. He noted that the former group get their identity from who they used to be while the latter are constantly changing who they are. Wale thus emphasized that it is important to stay ahead of the curve in spite of dramatic changes that may occur around you. He emphasized that it was important to redefine oneself in order to live a progressive life of adventure and not just dwell in the memories of the good old days. Both the practical and theoretical facilitators equipped the managers and administrators to adequately be ready for challenges plaguing the continent.

It was reiterated that for public sector leaders to remain relevant and adaptable to “best practices” in public administration and management, there is a need to continuously develop, update and upgrade their competencies through relevant training.

Delegates also benefitted from a practical presentations/excursion courtesy of Kenya Electricity Generating Company Limited (Kengen) at their geothermal power station in Olkaria Naivasha. Kengen is a power generation company in Kenya, producing about 80 percent of the electricity consumed in the country. Delegates were given a tour of the plant where they were taken through the mechanism and dynamics behind generation and transmission of geothermal power.

AAPAM in collaboration with the Kenya School of Government, Nairobi treated the course participants to a closing dinner which climaxed with the cutting of the ‘leadership cake’ symbolizing knowledge and skills imparted to participants for dissemination to their respective countries.



Participants at the leadership course join Ms Leah Munyao and Mr. George Scott in cake cutting

AAPAM has more programmes for you, so keep visiting our website for updates on our upcoming client-based forums. For the full report too kindly visit our website [www.aapam.org](http://www.aapam.org).

# Enhancing Governance and Financial Administration in Africa

AAPAM and the Centre of Specialization in Public Administration and Management (CESPAM) – University of Botswana, entered a partnership agreement in 2014. The agreement entails development of capacity building and leadership programmes to train and empower leaders and managers in the African continent. To that effect, AAPAM and CESPAM held a three day executive course on Enhancing Governance and Financial Administration in Africa in Gaborone, Botswana from the 15<sup>th</sup> – 17<sup>th</sup> July 2014. The course targeted public officials in leadership/management positions from finance and procurement departments from institutions and government agencies.

Fifty four (54) delegates from seven (7) African countries including: Botswana, Namibia, Kenya, Uganda, South Africa, Tanzania and Zambia attended the executive course. Among the participants were permanent secretaries, high level public service officers, managers/ directors/ CEO’s in state corporations/ agencies, and police generals among others.

The Executive course was officially opened by Mrs. Rose Seretse - Director General, Directorate on Corruption and Economic Crime (DCEC) who welcomed delegates to Botswana. In her address, Mrs. Seretse acknowledged that governments faced challenges when it came to financial administration. Governments, as custodians of all public funds, are tasked with the responsibility of allocating funds and in turn, accounting for those funds; to ensure proper accountability, she encouraged participants to explore mechanisms that would ensure checks and balances in financial management.

Mr. Gabriel Lengoiboni, Commission Secretary and Chief Executive Officer of Kenya’s Teachers Commission, delivered the welcome address on behalf of AAPAM Secretary General Mr. G.K. Scott. In his address, he reiterated the importance of accountability and transparency in financial management across all sectors of public service.

Delivery of the Executive course included; case studies, presentations and plenary discussions on topical issues. The targeted aspects including:

- Governance, ethics and accountability
- Leadership competencies for today’s Public Service
- Leadership roles in stewardship, accountability and responsibility
- Principles of Financial Accountability
- Financial Accountability in the African environment
- Leading Risk Assessment, Management and Mitigation
- Leadership Values and Ethics
- Managing ethics and developing anticorruption strategies.
- Evaluating corporate governance strategies.



Delegates Group photo at Tlotlo Conference Centre on 15th July 2014

Despite weak global economy, it was noted that Sub-Saharan Africa managed to experience growth levels averaging more than 5% annually during this decade. The African continent is endowed with vast resources, well capable of sustaining economies. However, due to poor management of financial resources, Africans grapple with poverty and heavy debt. In his presentation Dr. Barako Galgallo (Commonwealth Secretariat) noted that Africa had done well in macroeconomic growth; the problem came with the management of natural resources.

States such as Equatorial Guinea and Angola were highlighted for unprecedented economic growth, yet per capita income remained low. The discovery of natural resources in a host of African countries such as Kenya, Uganda (oil), Tanzania and Mozambique (gas) is likely to result in economic growth as much as the resource curse remaining a daunting reality. There is evidence that an abundance of resources can lead to corruption, heighten conflict and further increase inequality. Mr. Galgallo cautioned participants against ineffective management of resources as this would result in economic growth without economic development. Botswana offered vast lessons to benchmark from in terms of resource management

and corruption containment by promoting accountability; this is attributed to legislative structure, created by the constitution, which has played a key role in promoting good governance.

In conclusion participants opined that the quest for proper financial management required stable government characterized by political will to stem out systemic corruption and strengthen public institutions. Agencies such as the CSO, media, and stakeholders who act as government watchdogs should also get involved. An effective government system is likely to attract investment, translating into higher growth and development rates.

The executive course on “Enhancing Governance and Financial Administration in Africa” was well received, evident from the high registrations from across the continent. The training exposed participants to useful tools in the areas of governance, ethics and accountability, financial accountability, risk assessment, management and mitigation and corporate governance strategies. Evaluations from the course revealed participant understanding and satisfaction.

For more information and to read the complete report visit [www.aapam.org](http://www.aapam.org)

## Democratic Governance Programmes Changing The Face of AAPAM - IPAC Mission To Kenya

In 2010, The African Association for Public Administration and Management (AAPAM) and the Institute of Public Administration of Canada (IPAC) undertook to build up a strategic partnership that provides technical assistance and shares knowledge among the partners. This partnership was conducted under the Democratic Governance Programme (DGP) funded by former Canadian International Development Agency (CIDA) (currently Department of Foreign Affairs, Trade and Development Canada - DFTAD). The DGP focused on human resource and financial management, revenue generation, gender mainstreaming and membership /event management.

To this effect, in 2014 AAPAM and IPAC organized missions aimed at knowledge sharing, networking and capacity building. In the last quarter of 2014, IPAC carried two missions to Kenya and one mission in January 2015.

### Creating a New Membership Platform

AAPAM has dedicated significant time to transforming its membership systems to better support and respond to the needs and expectations of its members. Made of governments, corporate, individual and young professionals, AAPAM membership stands as the association's strongest foundation



comprising of over two thousand members across the globe. Over the years, AAPAM membership has grown especially due to the commission of new programmes and value of its roundtable conferences which have seen remarkable growth recording an attendance of over six hundred persons. Currently AAPAM members enjoy the following general benefits among others:

- Receive free copies of our publications i.e. Journal, Newsletter and Conference Report;
- Are among the first to learn about cutting edge public administration theory and practice and continue to have access to research and our outstanding publications;
- Enjoy exchange programmes which will enable them to visit other countries in Africa and beyond and share learning experiences;
- Get involved, in accordance with required expertise in the Association's consultancy activities, conferences and workshops;
- Enjoy networking opportunities with their peers and leaders in the public service;
- Enhance their skills through regional and national events among others.

Under the Democratic Governance Programme, AAPAM and IPAC had undertaken a fairly comprehensive program review of the Association's membership so as to better align it and ensure that the programme is relevant, focused and contributing to making AAPAM a more sustainable organization.

In 2015, AAPAM will be embracing a new innovative online platform for its members. The online platform known as Membee promises new features that will not only improve our services to our members but ensure that our members are well linked to the Association. Jennifer Dany Aubé, Digital Media Specialist IPAC, participated in a mission to Kenya in December 2014 to help the secretariat make this dream come true. She took the staff through the key features of the new platform which include access to information by our members via our website. Members will also continue enjoying our online event registration systems thus ensuring that they do not miss out on vital programs set out for the year. This platform will assist AAPAM communicate faster to its members, market its programmes across the globe and also have access to a diverse pull of expertise that can facilitate the achievement of its goals and objectives.

In general we hope that this programme will assist in:

- Attracting and retaining members;
- Enhancing member services;
- Looking to broaden the products and services that members need and want;
- Enhancing corporate and government membership;
- Exploring ways to engage members more directly and indirectly;
- Developing a register for public administrators who have successfully completed courses, attended AAPAM events and maintained AAPAM membership in good standing;
- Conveniently and effectively sharing information about events, programmes, activities and publications.

## Upgrading AAPAM Accounting Systems

The AAPAM Finance department had the opportunity of undergoing an intensive three weeks training that was led by Suzanne Patterson, the Director of Finance and Amy Teplitsky the intermediate accountant. Suzanne Patterson's mission in

early December 2014 enabled her to take the finance department through topics covering Resource Mobilization, Compilation of Budgets, and Cost Cutting Techniques among others.

Amy Teplitsky on 5th to 16th January 2015 helped equip the finance department in accounting software matters. She took the department through quick books application which will enhance the Association's financial and accounting operations.

## Partnership and Beyond

As part of the follow up of AAPAM's mission to IPAC in May/June 2014, IPAC's Chief Executive Officer, Dr. Robert Taylor visited AAPAM secretariat - Nairobi, Kenya on 8th - 11th December 2014 to team up with AAPAM in discussing future collaborations. The mission focused on enhanced organizational sustainability, resource mobilization and future IPAC- AAPAM partnerships. In his mission, Dr. Taylor together with Mr. G. Scott, AAPAM Secretary General held meetings with the Kenya School of Government, Directorate of Public Service Management, Kenya and with Mr. E.A. Lubembe, Director Public Sector at Deloitte. The meetings discussed on matters of collaboration in a bid to improve public service in Africa. Dr. Taylor also engaged the AAPAM secretariat in focusing on the partnership beyond the DGP scheduled to end mid-2015.

Some of the planned partnership initiatives include the forthcoming Leading Change Effectively in Government Course scheduled for 27th - 29th January 2015 at the Kenya School of Government, Nairobi. AAPAM and IPAC look forward to working together with the Canadian Bureau for International Education (CBIE) in a new scholarship program created in honor of the late Nelson Mandela. The African Leaders of Tomorrow Scholarships which will be funded in equal part by Foreign Affairs, Trade and Development Canada (DFATD) and the MasterCard Foundation is expected to run for five years beginning 2015.

The DGP indeed has been a major success. Through the missions, AAPAM and IPAC have improved their services and products in support of improving the Public service. The Democratic Governance Programme has gradually transformed the face of AAPAM.



**From left to right:** Mr. G.K. Scott-AAPAM Secretary General, Mr. Angote Simon - Ag. Director, HRD, Directorate of Public Service Management and Dr. Robert Taylor - IPAC's Chief Executive Officer, after a meeting with Principal Administrative Secretary (PAS) in Harambee House, Kenya.

# AAPAM YPN

## ypn

AAPAM Young Professionals Network

AAPAM successfully held the 1st AAPAM Young Professionals Conference from 15<sup>th</sup> - 17<sup>th</sup> August 2014 at the Kenya School of Government, Nairobi. About One Hundred and Ten (110) young Professionals from South Africa, Swaziland, Kenya, Uganda, Tanzania, Malawi, Lesotho among others, converged for a networking, mentorship and capacity building forum aimed at strengthening public service by focusing on the role of the youth in the continent's development agenda. The AAPAM young Professionals conference was co-hosted by AAPAM and the Ministry of Devolution and Planning, Kenya.

The Theme of the three day Conference was "Leadership, Game Changers: The Future of Africa's Public Administration Sector". The premier event was officially opened by Ms. Ann Waiguru, OGW Cabinet Secretary, Ministry of Devolution and Planning. In her address, the Cabinet Secretary highlighted several strides made by the Government of Kenya to reinforce its commitment to the youth agenda. Such programmes include:

- Capacity Assessment and Rationalization Programmes (CARPPS) in the Public Service –a programme primarily aiming at re-engineering the public service in order to make it more efficient, responsive and attractive to the youth.
- Kenya's flagship project of Huduma Centers, essentially aims to transform public service delivery by bringing vital government services closer to the citizens in a one stop shop



Hon. Ann Waiguru, at the Opening Ceremony of the AAPAM Young Professionals Conference at the Kenya School of Government from 15<sup>th</sup> - 17<sup>th</sup> August 2014.

- The revamped National Youth Service enabling it to create more sustainable jobs for the youth.

The Cabinet Secretary in addition, advised Young Professionals to be agile and responsible, stating that being a youth did not pre-qualify a person to any entitlement; however, hard work and determination was a tried and tested tool and ladder for success.

The event registered the participation of Mr. Titus Ndambuki, AAPAM Vice President East Africa and Commissioner, Public Service Commission Kenya, Dr. Ludeki Chweya CBS, Director General Kenya School of Government, Ms. Juster Nkoroi, Principal Secretary, Ministry of Devolution and Planning and AAPAM President, Mr. Abdon Nhial. In his address, AAPAM President spoke of the vision of YPN program, which is to empower and equip young professionals in the public service across the continent with requisite skills. Mr. Nhial urged young professionals to be innovative, as development constantly brought challenges which required original solutions. He further called upon young professionals to act as good ambassadors of development for their respective countries and to serve as the change they long for in the public service.

In his key note address, Mr. Mgesi J. Machera, Tanzania YPN Vice-Chair and Human Resources Officer Tanzania Airports Authority, outlined the main objectives of the network as succession training, mentorship and knowledge sharing among peers. Mr. Mgesi in addition, pointed out the importance of membership to professional bodies such as YPN, noting the opportunities accorded to him through the network affiliation.

In keeping with the participant's expectations, the conduct of the conference blended interactive modes of learning which included exhibitions, plenary discussions, group discussion, paper presentations and field studies. The conference also enlisted a Skype presentation on harnessing ICT to drive initiatives in the public sector by Ms. Elida Reci, Public Administration and Governance Officer, e-Government Branch, Division for Public Administration and Development Management, Department of Economic and Social Affairs (UNDESA). Delegates were fully engaged right from the onset by the humorous and profound presentation delivered by Dr. Sebastian Bigabwenkya from the Uganda Management Institute (UMI). Dr. Sebastian urged young public servants to dispel the misconceived notion that public service was a stepping stone to "greener pastures". He called for attitudinal change among the young professionals to exploit the great opportunities available within the system.

Subsequent speakers reiterated the vital position the youth occupy in national development. The youth also had an opportunity to discuss the challenges posed by bureaucratic systems and red tape that seemed to entrap the spirit of service delivery. In a poll conducted by AAPAM, 63% of respondents agreed that given a choice, they would exit public service and this was mainly because of the slow career progression or lack thereof.

Key to the development of Africa is the role of Public Private Partnership (PPP). It was also noted that whilst the social contract dictates that governments are tasked with the responsibility of providing quality services to its people, it has constantly become apparent that tax remittances alone cannot sustain development. Therefore effective partnership with the Private sector was necessary to supplement government efforts to improve service delivery.



Some AAPAM Young Professionals delegates at the Huduma Center- Nairobi, Kenya

The conference deliberated on multiple issues including Regional Integration matters. Regionalism has long been identified as one of the strategic platforms necessary to develop the economy of the continent. In a rapidly globalizing world, interdependence makes the fate of African states invariably intertwined. Despite this realization, the existence of mistrust and suspicion among member states on short-term gains over long-term development plague regionalism. Participants recommended radical reforms in public policy to strengthen trade and infrastructural development to facilitate swift integration of the various sub-regions in Africa.

In a motivational session titled “Re-engineering of the mind/thinking” facilitated by renowned motivational speaker Dr. Wale Akinyemi, Chief Transformation Officer Powertalks, delegates were challenged to command their destiny by deciding between being ‘an eagle that walked on land or one which soared high as is its destiny.’ Young professional were urged to soar the skies and end the endless archaic unfulfilled promise for change usually exemplified by politicians during campaign periods as elections draw nigh.

In acknowledgement of the critical role played by young professionals in the public sector development, the AAPAM-YPN Conference succeeded in presenting a platform for evaluating the critical role played by young professionals and further projecting the young professionals as the game-changers in public sector performance.

## Showcasing African Spirit

The Conference delegates marked the end of the three day event by field studies/ excursions to different sites in Kenya. The participants toured the social empowerment projects in Kibera Slums, the development initiatives in Export Processing Zone and the innovative ventures of Machakos Park in Machakos County and the modernization ventures of Riara University.

Delegates also sampled the practical experience of Kenya’s public service innovation by visiting Nairobi Huduma Center, Machakos Huduma Center, Kamiti Prisons and the National Youth Service College, Yatta.

A colorful dinner was held at the Safari Park Hotel to mark the end of the conference. Participants were treated to Kenya’s nyama choma accompanied by memorable African dances by the Safari Cats dancers and acrobats. Ms. Justor Nkoroi - Principal Administrative Secretary, Ministry of Devolution and Planning, Mr. Abdon Nhial - AAPAM President, Ms Leah Munyao -KSG Director of Academic affairs, and Mr. G.K. Scott - AAPAM Secretary General graced the closing session and presented gifts and certificates to the resource persons and invaluable participants.



At the Closing Ceremony held at Safari Park Hotel on 17<sup>th</sup> August 2014, Mr. G.K. Scott - AAPAM Secretary General, Ms. Leah Munyao -Director of Academic affairs KSG, Mr. Abdon Nhial - AAPAM President and Ms. Justor Nkoroi - Principal Administrative Secretary Ministry of Planning and Devolution.

For more details and to access full conference report visit our website [www.aapam.org](http://www.aapam.org)

# SILENCING THE GUNS: YOUTH BUILDING A CULTURE OF DEMOCRACY AND PEACE IN AFRICA

By Elizabeth Muia, AAPAM Research and Consultancy Assistant



At the heart of Africa's violent conflicts lies the problem of governance weaknesses which has hindered development. Given the fact that weak democratic governance is part of the structural cause of Africa's protracted violent conflicts, it is imperative that a more suitable and meaningful response to violence is entrenched by strengthening governance systems, institutions and embedding a culture of democracy that works towards inclusive development. The search for such a sustainable and meaningful response must involve and ensure the active participation of Africa's young people who approximately constitute 60% of the population. The involvement of young people will allow them to impart, contribute and influence the discourse on how their passion, energies, insights, creativity and innovation will contribute to the building of a culture of democracy and peace in Africa to bring an end to conflicts on the continent.

It is against this backdrop that the African Union organs and institutions that form the African Governance Architecture (AGA) and its platform conveyed the 2nd Youth Consultation to the 3rd high Level Dialogue on Democracy, Human Rights

and Governance bringing together young Africans from the public, private and civil sector, media, art and culture. The dialogue addressed the theme "Silencing the Guns: Youth Building a Culture of Democracy and Peace in Africa".

The thematic focus on silencing the guns in Africa for the 2nd Youth Consultation and 3rd High Level Dialogue is in direct response to the 50th anniversary solemn declaration adopted by the 21st ordinary session of the assembly of heads of state and government on 26th May 2013. The declaration, also marked the beginning of the year long celebration of the golden jubilee of the organization of African Unity and the African union where leaders committed to ending "all wars in Africa by 2020".

With an average of 50 years of building a fairly functioning state and 25 years of democratization though weak and some nascent, it is true that as a continent, Africa has made significant progress in the governance landscape. More African countries are defined by democratic governments as opposed to military governments as was in the case in the 80s and 90s. Citizens are now enjoying

liberties and states are more or less defined by peace, stability and democracy which are fundamental pre-conditions for sustainable human development and the achievement of agenda 2063.

Through interactive sessions, the youth were presented with a platform to raise their voices and concerns. Presentations mainly focusing on the Africa we want and the realization of Agenda 2063 were made through plenary sessions. The discussions emanated from a presentation by Dr. Nkosazana Dlamini Zuma, former Chairperson African Union during the foreign ministers retreat held in Ethiopia in January 2014 on Agenda 2063. In her "an e-mail from the future", key ideas were repeated throughout the dialogue including:

- The importance of integration and unity;
- The push by the youth for development and progress;
- The creation of networks across the continent via technology and the engagement of the academia in the development agenda;
- Growth of the economy, economic integration and infrastructure development;
- Growth of intra African trade and the adoption of self-reliance;
- Development of the manufacturing industry leading to exporting processed materials; and
- Creation of pan African industries across the continent leading to an Africa that is capable of financing its own development.

For agenda 2063 to be realized, it is imperative that the continent is defined by democratic governance and a century of durable peace. With the world shifting its focus to the post 2015 development agenda, will Africa achieve its goal of silencing the guns by 2020? Is this declaration achievable or will it count as yet another instrument/declaration/resolution that we have observed over the years?

To avoid a "post 2020 agenda" the forum saw the youth share evidence based knowledge and analysis on the root causes of conflict in Africa and how they can be addressed through appropriate governance reforms. The forum further developed strategies for the effective engagement of Africa's young people on the Africa Governance Architecture and platform towards silencing the guns in

Africa. Further, the forum identified the entry points for young people in various national, regional and continental processes towards strengthening democratic governance as a means for silencing the guns by 2020.

Among the key recommendations that stood out during the dialogue was the need for the youth to be involved in preventative diplomacy, conflict resolution and mediation and post-conflict resolution. Members States were urged to ensure that the youth are engaged and involved as key stakeholders in defining the way forward in the realization of vision 2020.

Mentorship was also identified as a key element that would ensure collaboration, insights and skills in diplomacy, conflict resolution and mediation are effectively shared so as to address insecurity and bring an end to all conflicts in the continent. It was apparent that for the fulfilment of this agenda, the continent needs to embrace an inclusive and collective approach that is already defined by a well set out timeline (2020). It was highlighted that as a continent we have already experienced conflict, hence over the years have developed formulas and templates to tackle these issues. This will require the youth to release the “difficultism mentality” that they have embraced as young citizens of the continent and push forward the

will seeking to address the root causes of conflict.

Notably despite the progress made this far, Africa is still characterized by violent conflicts. Democracy seems a far-fetched realization as countries struggle to adhere to the “rule of law, quality engagement of citizens, credible and transparent elections, establishment of effective and efficient democratic institutions and the respect of human rights”. Democracy has further fallen short of the “realization of socio economic and cultural rights, gender equality, youth empowerment and the delivery of basic or fundamental needs such as education, health, land” among others. Therefore peace and development will be affected adversely if African states do not address these issues nationally and as a bloc.

Despite the recommendations that were set out during the forum, young leaders were also accused of embracing western culture as opposed to the ideals of Pan-Africanism. The continent has realized that Pan-Africanism is essential in the attainment of peace and stability in Africa. Participants consequently delved into the questions on identity among young Africans. Clear sentiments recognizing that Pan-Africanism is not defined by symbolism were expressed. It was rather echoed that one does not need to wear a T-shirt with the African map on it to be identified as a Pan-Africanist;

all one needs is to embrace inclusiveness, collectiveness and to find solutions to our common challenges.

If the pan-Africanist movements conquered colonialism and apartheid, could the youth and Africa as a whole unite to conquer conflicts and wars across the continent?

The event further elaborated that it was essential for Africans to build societies based on Pan-African ideologies and values that advocate for social cohesion and the creation of a society dictated by freedom from fear, want and allow the youth to thrive and realize the Africa they want. It was stressed that the present generation was blessed with various platforms that cut across borders. For example, it was evident that young Africans across the continent were able to unite and focus on the effects of conflict in Nigeria. Additionally, through the hashtag #bringbackthegirls a movement was formed that cut across borders and diversity.

In summary, the forum illustrated that the present generation can unite and make Africa advance as a strong bloc, embracing Pan-Africanism in the sense of shared freedoms, shared prosperity and a common political citizenship within and across borders. This unified push will further ignite, promote and enhance the call to end all wars by 2020.



Delegates attending the 2<sup>nd</sup> Youth Consultation Dialogue on Democracy, Human Rights and Governance at the Safari Park Hotel, Nairobi Kenya

# Healthier you

“A man too busy to take care of his health is like a mechanic too busy to take care of his tools.” - English proverb

Public service is a demanding task; the life of a public servant is characterized by long meetings, followed by hours of reading through mountains of reports and briefs. It is therefore paramount to strive for good health and to safeguard it as it is our greatest wealth. Healthy living is a major responsibility which we must learn, practice and make conscious decisions on. This issue will focus on Diabetes.

## Diabetes

Diabetes is a metabolic disease which arises as a result of inadequate production of the hormone insulin or lack of proper synthesis of it. This results into hyperglycemia or hypoglycemia (blood sugar). Fluctuating glucose levels over time can result to serious damage to body organs including and especially nerves and blood vessels.

“The World Health Organization estimates the number of people living with diabetes as 347 million; statistics put men at higher risk than women.”

## Types of Diabetes

There are three known types of diabetes:

- Type I Diabetes, also known as insulin-dependent diabetes, occurs when the body is unable to produce insulin. The condition develops early in life before the age 40. Approximately 10% of all diabetes cases are Type I.
- Type 2 Diabetes, also known as insulin-resistance is triggered when the body does not produce enough insulin for proper functioning. Type 2 Diabetes is the most common type of diabetes with approximately 90% of cases worldwide. It is often, but not always, associated with overweight or obesity, which itself can cause insulin resistance and lead to high blood glucose levels. People with type 2 diabetes can often initially manage their condition through exercise and diet. However, over time most people will require oral drugs and/or insulin.
- Gestational Diabetes (GDM) - This type only affects women during pregnancy. During pregnancy, some women have elevated levels of blood glucose making the body unable to produce enough insulin to absorb it. GDM usually disappears after pregnancy but women with GDM and their children are at an increased risk of developing Type 2 diabetes later in life. According to the International Diabetes Federation (IDF), approximately half of women with a history of GDM go on to develop type 2 diabetes within five to ten years after delivery.

## Preventing and Controlling Diabetes

All types of diabetes are manageable, whereas Type 1 diabetes has no known cure, a combination of medication, exercise and psychological care can be used to better manage the symptoms. Type 2 usually lasts a lifetime; however, some people have managed to get rid of their symptoms without medication, through a combination of exercise, diet and body weight control. Management of diabetes involves;

### 1. Medication

Persons with Type 1 diabetes must use insulin. Some people with type 2 diabetes may have prescriptions for oral medications (pills) and/or insulin to help meet target blood glucose levels.

### 2. Healthy diet

A balanced and nutritious diet is essential for health as it reduces risk factors for cardiovascular diseases. While healthy diet is seemingly relative as diet is governed by an eclectic combination of culture, religion and geography, a balanced diet improves insulin resistance and reduces hypertension. People who are overweight or obese should therefore be encouraged to achieve and maintain a healthy body weight.

### 3. Physical activity

This is one of the main pillars in the prevention of diabetes. Increased physical activity is important in maintaining weight and is linked to reduced blood pressure, reduced resting heart rate, increased insulin sensitivity, improved body composition and psychological well-being.

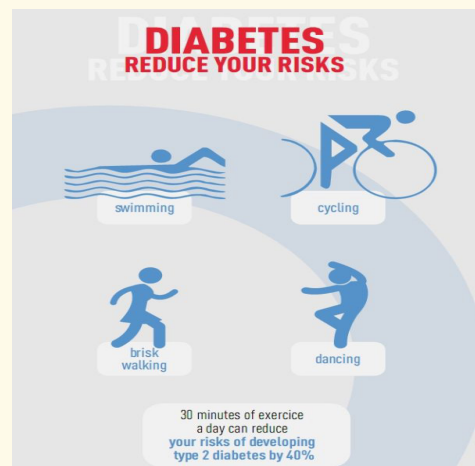
### 4. Avoidance recreational drugs

Prolonged use of recreational drugs such as alcohol and cigarettes has lasting effects on the body system. Along with other harmful effects, recreational drugs can increase abdominal fat accumulation and insulin resistance, which could lead to diabetes.

### 5. Adequate sleep

Lack of adequate sleep is also associated with a higher risk of developing Type 2 diabetes as sleep deprivation may impair the balance of insulin which regulates food intake and energy balance. At least 7-8 hours of sleep is recommended for adequate rest and to allow proper rejuvenation of body systems.

### Activities to reduce risk of diabetes



Source: IDB

The 14th of November is recognized as the World Diabetes Day. Started by the International Diabetes Federation (IDF) and World Health Organization (WHO), this day is set aside to raise global awareness on diabetes, its escalating rates around the world and how to prevent the illness. The Day also commemorates the birthday of Frederick Banting who, along with Charles Best, was instrumental in the discovery of insulin in 1922, a life-saving treatment for diabetes patients.

The theme for World Diabetes Day, from 2014 to 2016 is Healthy Living and Diabetes, with a focus on starting each day right by having a healthy breakfast.



## **The 13<sup>th</sup> Session of the United Nations committee of Experts on Public Administration, the United Nations Public Administration Networks (UNPAN) meeting and visit to American Society for Public Administration (ASPA) and National Academy of Public Administration (NAPA)**

The 13th session of the United Nations Committee of Experts on Public Administration was held at the United Nations Headquarters from the 7th to 11th April 2014. AAPAM's Secretary General, Mr. G.K. Scott represented AAPAM as an observer. The session was also attended by twenty three (23) Committee members and observers from various inter-governmental and non-governmental organizations among others. The session focused on transforming public administration for sustainable development. Members present deliberated on the following topics:

- Strengthening national and local capacities for sustainable development management;
- Promoting leadership, innovation and risk management for sustainable development;
- Invigorating the professionalism and morale of the public service.
- Background papers were also submitted with a view to:
  - (a) Address progress in attaining the Millennium Development Goals;
  - (b) Explore the transformation in public administration and public leadership that needs to be undertaken to enable Governments to pursue and achieve sustainable development while calling for public administration leadership to adopt risk management practices and develop appropriate capacities to assess, measure and manage risk;
  - (c) Offer commentary on the impact of reform on the public service and on public servants as the stewards for delivery of the development goals, especially in developing countries in Africa.

On the basis of the parameters set out in those papers, the Committee reaffirmed that the foundations of sustainable development at all levels include transparent, participatory and accountable governance and a professional, ethical, responsive and information and communications technology enabled public administration. The committee also established that service to citizens should be at the centre of transforming public administration which will further require appropriate institutional frameworks, and professional and ethical leadership as key foundations of sustainable development.

The committee further agreed that good governance and the rule of law at the national and international levels were essential for sustained, inclusive and equitable economic growth, sustainable development and the eradication of poverty and hunger. The committee hence encouraged Member States to continue to support capacity development in public governance and institution-building at all levels, with a view to accelerating progress towards the achievement of the internationally agreed development goals, including the Millennium Development Goals.

Stressing that the governance challenges of sustainable development are characterized by growing complexity and dynamism in decision-making and implementation mechanisms, member states and international organizations were further encouraged to undertake reforms aimed at promoting an innovative environment, agile approaches and a culture of collaboration, openness and knowledge sharing. Additionally, they were advised to use scientific, technological and analytical tools as instruments to support innovative decision making and implementation in the public sector and reduce risks to public accountability and trust arising from the governance complexity of public administration.

### ***The United Nations Public Administration Networks (UNPAN)***

The Secretary General also attended a meeting of the United Nations Public Administration Network (UNPAN) Partners. This network was established in 1999 and is made up of the 33 key public administration institutions/associations worldwide which the United Nations pooled together for the purpose of networking, collaborating and information sharing. The immediate objective of the network was to establish an internet based network that links regional and national institutions devoted to public administration. The objective of the network was to enhance the building of capacities of these institutions by promoting access, processing and dissemination of information through ICT to promote better public administration.

The meeting was attended by like-minded organizations and addressed issues related to strengthening the network's online training classes which are being offered in three languages and are expected to expand to six languages. Additionally, the meeting dealt on corruption in developing countries of which UNPAN rolled out an online class addressing citizen engagement and preventing corruption. Members present agreed to ensure utilization of the UNPAN portal by uploading relevant material that would be of concern to over five million viewers across the globe.

### ***America Society for Public Administration (ASPA) and the National Academy of Public Administration (NAPA)***

While in the United States, the Secretary General also visited the America Society for Public Administration (ASPA) and the National Academy of Public Administration (NAPA) to discuss matters of collaboration, knowledge sharing and partnership.

The American Society for Public Administration is among the prominent professional associations for public administration. It is dedicated to advancing the art, science, teaching and practice of public and non-profit administration.

National Academy of Public Administration (NAPA) is an independent, non-profit, and non-partisan organization established in 1967 to assist government leaders in building more effective, efficient, accountable, and transparent organizations. Chartered by the US Congress to provide non-partisan expert advice, the Academy's unique feature is its nearly 800 Fellows-including former cabinet officers, members of congress, governors, mayors, and state legislators, as well as prominent scholars, business executives, and public administrators. The Academy helps the federal government address its critical management challenges through in-depth studies and analyses, advisory services and technical assistance, congressional testimony, forums and conferences, and online stakeholder engagement.

Both institutions are located in Washington. The meetings and deliberations were successful and we would like to thank the Executive Director of ASPA, Mr. William Shields Jr and the Chief Executive of NAPA, Mr. Dan Blair for hosting us and the successful mission.

## EXPERT GROUP MEETING ON THE REVIEW OF THE STUDY ON OPEN GOVERNMENT DATA IN AFRICA (UNITED NATIONS ECONOMIC COMMISSION FOR AFRICA - UNECA)

Established by the Economic and Social Council (ECOSOC) of the United Nations (UN) in 1958 as one of the UN's five regional commissions, the Economic Commission for Africa's (ECA) mandate is to promote the economic and social development of its member states, foster intra-regional integration, and promote international cooperation for Africa's development.

Made up of 54 member states, and playing a dual role as a regional arm of the UN and as a key component of the African institutional landscape, ECA invited the African Association for Public Administration and Management (AAPAM) to attend an Expert Group Meeting on the Review of the Study on Open Government Data in Africa from the 5th - 6th June 2014 in Pretoria, South Africa. In attendance was Mr. G.K. Scott, AAPAM Secretary General. The meeting brought together experts on open government data implementation in Africa and provided a forum for experts and policy makers to interact and review the analytical study of policy, legal and regulatory environments favourable for Open Government implementation in Africa in 2013.

There were general discussions on the policy issues related to the implementation of open government data programmes in Africa as well as lessons learnt in African countries and elsewhere. Participants critically reviewed and provided feedback on the work of the ECA consultants who have developed the policy guidelines for open government data implementation in Africa.

# CREATING POSSIBILITIES

## Igniting Transformative Solutions

IPAC 67th Annual Conference heads to Halifax, Nova-Scotia, Canada 22nd – 26th August 2015!

All are invited!

### The 66<sup>th</sup> Institute Of Public Administration of Canada (IPAC) National Annual Conference 2014

The 66<sup>th</sup> Institute of Public Administration of Canada (IPAC) National Annual Conference took place at the Shaw Conference Centre in Edmonton, Alberta from 2nd to 4th June 2014. The conference was attended by over six hundred (600) delegates from Canada's public, academic and corporate sectors. Other countries represented included Kenya, Malawi, Mali, Namibia, Ghana, Indonesia, Philippines, Uganda, Cameroon, Nigeria, Japan and the United States of America (USA). The conference enlisted an array of informative, explorative and exciting activities incorporating plenary, concurrent sessions and site study tours. Like its theme, 'Creating Possibilities: Igniting Transformative Solutions' the IPAC conference in Alberta uniquely interwove innovation, transformative solutions and practical lessons to the full benefit of all participants.

The Sub-themes discussed at the conference included:

- Me to We: How one person can make a world of difference;
- Leveraging Diversity to Drive Healthy solutions;
- The 21st Century City: Creative/Innovative/Smart;
- Environmental Renewal and Environmental Wrath;
- Social Entrepreneurship: From Social Cost to Societal Benefit;
- From Change Management to Inclusive Transformation: A better yesterday or new future; and
- Bureaucrats Den: Impact investing meets public, policy among others.

The conference participatory approach was evident as the panelist comprehensively ensured that the audience was running the discussions and the questions that could not be definitively answered were well argued out. The forum called on the 21st century public service to be innovative and creative in seeking out new solutions to challenges in a sustainable futuristic manner. It was resonated that calls for reforms have been overtaken; as reforms have been cited as only making simple adjustments to the existing order and not really transforming the public sector.

Some of the questions highlighted at the conference were; despite the ongoing call for innovation, has the public sector embraced this concept as readily as the private sector? Have employees been forced to accept the existing systems and structures at play? Or is the public sector embracing change and acting as the driver of transformation?

Delegates recognized that the public sector had to gear up and meet the ever growing demands of a population daily basis exposed to new and innovative solutions from all other



AAPAM's Programme Officer ( Jessica Omundo) , Secretary General ( George K. Scott) and Research and Consultancy Assistant with two of the delegates in the Democratic government workshop in Edmonton, Alberta, Canada



The Democratic Governance Programme participants with the IPAC team in Edmonton, Alberta, Canada

sectors within the state. The current generation of clients is at their hungriest state, is more exposed to world best practices and is craving to receive the same form of services at their door steps. With the growing middle class, the public sector has an opportunity and should take advantage of this audience and capture their attention with new, innovative and competitive services that will build public trust. The conference called on the public sector to re-discover, re-inform and form a purpose for its existence. Purpose is key and this can be developed from the utilization of the diversity of the old and new school of thoughts.

Delegates at the conference discussed various social, economic and political aspects as far as igniting transformative solutions. One of the interesting sessions was on the essence of Intrapreneurship as a concept that is well geared towards igniting transformative solutions presented by the Director of Research and outreach IPAC, Dr. Migone Andrea. From this session, it was clear that there is a yearning spirit among all ages of employee and employers for change and transformation within the public sector.

Intrapreneurship is institutional oriented and driven by entrepreneurs within an institution. It requires effective change agents operating within the system who look for solutions within their institutions. These change agents were referred to as “tempered radicals” who are able to develop ideas (long term), mobilize people and begin pushing for the much needed change. Intrapreneurship is therefore the successful adaption of entrepreneurial attitudes and strategies inside of a bureaucratic organization. It involves the implementation of strategic practices within a large organization that will produce valued innovative results. Delegates during this session called on the public sector to embrace intrapreneurship, as it can ignite transformative solutions and create new possibilities in seeking to build the public sector of the 21st Century.

## Democratic Governance Programme (DGP)

The Democratic Governance Programme (DGP) partners across Africa and Asia also participated in their respective missions across Canada climaxing it at the conference by joining IPAC in celebrating 20 years of international programming. The DGP is scheduled to end in 2015.

To celebrate the milestones achieved in the DGP, the international participants were treated to an international session pre-conference forum. The DGP forum commenced with

a keynote address delivered by Hon. Bob Rae, Partner, Olthuis Kleer Townsend, followed by presentations from the partner teams from Malawi, Mali and Philippines. The presentations focused on the impact created by the DGP and the challenges encountered. Participants also had the opportunity to discuss on the current and future international development trends, priorities and the lessons learnt. The final workshop for the DGP participants was also held after the 66th Annual Conference for the teams to discuss the way forward for all the DGP partners.

The DGP sessions further allowed the DGP participants to bid farewell to Regan Mancini, outgoing Program Manager, Domestic and International Programs IPAC and Laurent Tyers, outgoing Program Specialist, (IPAC). The DGP partners wished them well and deeply appreciated their wonderful support.

As part of the DGP, the African Association for Public Administration and Management (AAPAM) participated in a mission held at the IPAC Secretariat in Toronto, Canada. The mission was attended by George Kojo Scott, Secretary General, Ms. Jessica Achieng Omundo, Programme Officer and Ms. Elizabeth Muia, Research and Consultancy Assistant.

The mission aimed at:

- Planning and developing a revenue generation strategy;
- Exploring revenue diversification options;
- Exploring the next steps for AAPAM and IPAC partnership beyond 2014;
- Building linkages with Canadian public service leaders.

The IPAC team lead by Dr. Robert Taylor, Chief Executive Office IPAC and Ann Masson, Director, Domestic and International Department IPAC, supportively engaged the AAPAM team throughout the mission. Subsequently AAPAM and IPAC envision to roll out new programmes in 2015 such as the three day course based on the theme ‘Leading Change Effectively in Government’ scheduled for January 2015 in Nairobi Kenya.

In summary the 66th IPAC conference was a success as it echoed Niccolo Machiavelli who stated that;

“There is nothing more difficult to carry out, nor more doubtful of success, nor more dangerous to handle, than to initiate a new order of things. For the reformer has enemies in all those who profit by the old order, and only lukewarm defenders in all those who would profit by the new order, this lukewarm attitude arising partly from fear of their adversaries, who have the laws in their favour; and partly from the incredulity of mankind, who do not truly believe in anything new until they have had the actual experience of it.”

## Book Review

### Performance Management for Improving Public Service Delivery in Africa

This book comprises of a selected collection of papers originally delivered at the 34<sup>th</sup> African Association for Public Administration and Management (AAPAM) Roundtable Conference held in Zanzibar in 2012.

The book presents wide practical and theoretical approaches to Performance Management. The central argument is that better performance is necessary for development. The book exposes diverse school of thoughts on how to improve performance in public service.

This book is diverse in terms of subject matter as the authors bring a great infusion of representation from different countries and organizational affiliation that stems from the public and private sector. Some authors provide accounts of specific countries whilst others cast their nets wider by giving general accounts with emphasis on concepts and their relevance. This diversity reflects a variety of concerns. It also reflects AAPAM's ethos that some papers are included in the French language.



There are various reasons why this book was published and why it is essential. For starters, performance management has not been given the analytical attention it merits given the frequency with which it is advocated and the controversies and suspicions which it tends to provoke. Notably, performance management has been based on private sector experience and perspectives. Additionally, the discussions in Zanzibar were quite wide ranging in terms of the types of organizations reviewed. In one way or the other, the performance management experiences of the different levels of government (national, provincial/regional and local) are examined. Last but not least, performance management is too often misunderstood by managers and employees in both the private and public sectors. We therefore hope that this will alleviate this problem.

It will come as no surprise that no easy solutions are to be found amongst these contributions. Performance management remains a complex, important and fascinating topic as this book illustrates. It is hoped that our readers will find the book a valuable source of ideas and information about performance management in general and Africa in particular. The book is considered a fertile area for researchers and it has significant implications for policy makers and practitioners at all levels of government and the public sector as a whole. We recommend it to you.

## African Leaders of Tomorrow Scholarship

The African Association for Public Administration and Management (AAPAM) is glad to team up with Canadian Bureau for International Education (CBIE) and the Institute of Public Administration of Canada (IPAC) in implementing a new scholarship program created in honour of the late Nelson Mandela.

Canada's Prime Minister, Stephen Harper announced in late 2014 that a consortium comprising the Canadian Bureau for International Education (CBIE), Institute of Public Administration of Canada (IPAC), African Association for Public Administration and Management (AAPAM) and the Canadian Association of Programs in Public Administration had been selected to implement a new scholarship program. The 'African Leaders of Tomorrow Scholarships Fund' will be funded in equal part by Foreign Affairs, Trade and Development Canada (DFTAD) and the MasterCard Foundation.

Over a period of five years starting in 2015, the Fund will grant up to 130 scholarships to young African men and women to pursue a master's degree in public administration in Canada. Recipients will receive scholarships for one year, renewable for a second year, based on individual performance and program characteristics. Special consideration will be given to encouraging the advancement of women leaders.

The scholarship will expose future African leaders to Canadian best practices in governance, public policy, innovation and administration in areas such as fiscal and economic management, international trade and the business regulatory environment. Graduates of these scholarships will return to

their countries, communities and employers better prepared to take on challenges. The scholarship programme generally aims at:

- Enriching the academic and professional experience of promising young African professionals by allowing them to undertake graduate level education in Canada;
- Preparing the next generation of innovative leaders in Africa to actively contribute to their local and global communities;
- Enhancing the knowledge and experience of future African leaders working in governance, public policy and administration; and
- Strengthening the relationship between Canada and Africa.

In his remarks at the announcement of the selected scholarship implementers, Dr. Robert Taylor, Chief Executive Officer, IPAC acknowledged the honour granted to IPAC to support the development of Africa's future leaders. He noted that IPAC along with AAPAM and the Canadian Association of Programs in Public Administration, welcomed the opportunity to work with CBIE, partner governments, DFATD and the Mastercard Foundation to share their experience and expertise with new professionals in African public services.

AAPAM is also pleased to play a key role in the mentorship of the next generation of African leaders as it endeavours to create partnerships that will foster the development of public administration in Africa. The scholarship initiative stands as a key driver in the promotion of gender equality and AAPAM is truly humbled and glad to be part of the implementing team.