



# AAPAM

THE AFRICAN ASSOCIATION FOR PUBLIC ADMINISTRATION AND MANAGEMENT

## Newsletter



*Delegates at the 36<sup>th</sup> Roundtable Conference in Rabat, Kingdom of Morocco on 2<sup>nd</sup> March 2015*

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## AAPAM EXECUTIVE COMMITTEE 2015 - 2020

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

### **DEPUTY PRESIDENT**

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

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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)  
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**Mr. Pierre Vincent Ngambo Fondjo**  
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Fonction publique et de la réforme Administrative  
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#### **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
- Representatives of International organizations and the donor community having interest in development issues in Africa
- Academics and Researchers

### **CATEGORIES OF AAPAM MEMBERSHIP**

AAPAM Membership consists of four categories:

- African Governments
- 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

All Chairpersons of National Chapters

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

Dear Esteemed Readers, it is an honor to present to you the 79<sup>th</sup> Newsletter edition on behalf of the African Association for Public Administration and Management (AAPAM) Executive Committee 2015-2017. First and foremost, allow me to appreciate the outgoing AAPAM Executive Committees for their immense dedication and excellent leadership. Under the leadership of the former AAPAM president Mr. Abdon Jok Nhial-Secretary to the Cabinet Government of South Sudan, the Executive Committee continued to strongly fortify the AAPAM networks, memberships, partnerships and programmes. Their efforts have certainly and greatly contributed not only to the progress of AAPAM but also to the development of the African continent. We sincerely thank the outgoing Executive Committee and Council for a job excellently done.

We equally appreciate AAPAM members and entire fraternity for granting us the privilege to serve as a new Executive Committee and Council. We plan to further fortify the partnerships and programmes initiated to enhance AAPAM's mission and vision.

The year 2015 was a busy and exiting time for AAPAM. The year began with the 36<sup>th</sup> Roundtable Conference, held for the first time in the Maghreb Region by the Kingdom of Morocco from 2<sup>nd</sup> -6<sup>th</sup> March 2015. The conference under the theme, "Effective Partnerships for Citizen Centered Sustainable Development" was delivered, for the first time, in 3 languages; Arabic, English and French. This was a major achievement for AAPAM.

This 79<sup>th</sup> Newsletter edition highlights programmes conducted in partnership with various organizations for the purpose of knowledge sharing and capacity building. AAPAM In partnership the Centre of Specialization in Public Administration and Management (CESPAM) of the University of Botswana, delivered

a three day executive course on '*Enhancing Public Governance and Management in Africa*' at Tlotlo Conference Centre, Gaborone, Botswana from 11<sup>th</sup> to 13<sup>th</sup> August 2015. In the same month, AAPAM in collaboration with the Administrative Staff College of Nigeria (ASCON), held a seminar on Development from 18<sup>th</sup> to 20<sup>th</sup> August 2015 at the ASCON complex in Lagos, Nigeria under the theme "*Capacity Building for Transforming Public Sector Organizations in Africa: Challenges, Opportunities and Options*".

AAPAM in partnership with the Ministry of Devolution and Planning-Kenya held a successful forum focusing on the Devolution and Development in Nairobi Kenya from 8<sup>th</sup> -10<sup>th</sup> December 2015. The Forum whose theme was "*Devolution Agenda- Reflections*" was premised on the need to explore the devolution agenda in Kenya. African countries in attendance included; the Democratic Republic of Congo, Zambia, Nigeria, Lesotho, and Sudan.

Under the aegis of the Canadian Bureau for International Education (CBIE), the Institute of Public Administration of Canada (IPAC), AAPAM and the Canadian Association of Programs in Public Administration (CAPP), started the African Leaders of Tomorrows programme. The program seeks to award scholarships to African professionals for a Master's Degree in Public Administration or Public Policy in Universities in Canada. The scholarship programme which started in 2015 will continue until 2019. I encourage all interested individuals to visit the AAPAM website for more details on the scholarship programme.

The Association was also represented in continental and global policy programmes including the African Union Public Service Day in Brazzaville Congo, the 14<sup>th</sup> Session of the UN Committee of Experts on Public Administration in New York, USA and the 7<sup>th</sup> Edition of the Africities Summit in Johannesburg, South Africa.



I am delighted to inform you that AAPAM continues to disseminate knowledge through its biannual and annual publications. AAPAM's book on Performance Management for Improving Public Service Delivery in Africa is based on the articles presented at the 34<sup>th</sup> Roundtable Conference held in November 2012 in Zanzibar. The book seeks to provide the public with literature based and practical and empirical research on the significance of quality leadership in the effective and efficient delivery of public service in Africa. The book is now available.

Esteemed Reader, I also take this opportunity to welcome you to the 37<sup>th</sup> AAPAM Annual Roundtable Conference from 29<sup>th</sup> February -4<sup>th</sup> March 2016 in Lusaka, Zambia. I personally invite delegates to join us as we explore the theme "*Transforming Public Administration and Management (PAM) in order to contribute towards the Agenda 2063 within the context of the Sustainable Development Goals*".

As I conclude, it is my hope that we continue to grow and holistically serve people without restrictions or delay. I will end with the words of Margaret Chase Smith who said "**public service must be more than doing a job efficiently and honestly. It must be a complete dedication to the people and to the nation**". It is my desire that as we strive to cause effectiveness in the public sector to ensure development at a national and continental level, that the personnel in the public sector would equally be dedicated to learning and being the change they wish to see in Africa.

Yours Sincerely,

**Dr. Roland Msiska- AAPAM President**

# Roundtable Conference, Rabat, Morocco

The 36<sup>th</sup> AAPAM Roundtable Conference was held in Rabat, the Kingdom of Morocco, from 2<sup>nd</sup> -6<sup>th</sup> March 2015. This is the first time the AAPAM premier event was hosted in the Maghreb Region - North Africa bordering the Mediterranean Sea. Equally unique was the fact that this was the first AAPAM conference to be conducted in three languages namely; Arabic, English and French.

The Annual International event held under the theme “**Effective Partnerships for Citizen Centered Sustainable Development**”, was co-hosted by the Government of the Kingdom of Morocco through the Ministry of Public Sector and the Modernization of Administration at the Islamic Educational, Scientific and Cultural Organization (ISESCO) in Rabat. The 36<sup>th</sup> Roundtable was initially scheduled for November 2014 but due to unavoidable circumstances the conference was held in March 2015.

Five Hundred (500) delegates from Thirty Eight (38) countries attended the conference. Among the participants were Cabinet Ministers, Heads of Public/Civil Services and Secretaries to Cabinet; Permanent/Principal Secretaries, Chief executive Officers, and other high ranking Government Officials. Others were Chairpersons and Commissioners for Public Service Commission; Heads of Management Development Institutes; Development Partners; representatives of Statutory Institutions; scholars and researchers and AAPAM Young Professionals.

The countries represented at the conference included, Azerbaijan, Australia, Botswana, Burundi, Benin, Cameroon, Canada, Ethiopia, Democratic Republic of Congo, Gambia, Ghana, India, Kenya, Lesotho, Liberia, Mali, Malawi, Mauritius, Mozambique, Morocco, Namibia, Nigeria, Rwanda, Sierra Leone, South Africa, Sudan, South Sudan, Swaziland, United Republic of Tanzania, Uganda, United Kingdom, USA and Zambia.



AAPAM Executive Committee 2015- 2015 with outgoing President Mr. Nhial

Several AAPAM partner organizations also graced the Roundtable Conference. Organizations represented in the conference included the Institute of Public Administration of Canada (IPAC) United Nations Department of Economic and Social Affairs (UNDESA), Deloitte East Africa, African Cabinet Government Network (ACGN), United Cities and Local Governments of Africa (UCLG-Africa), International Institute of Administrative Sciences (IIAS) and African Training and Research Centre in Administration for Development (CAFRAD)

The conference was presented in 11 plenary sessions running concurrently, and 4 breakaway sessions for APS-HRMnet, Young Professionals Network, Academia and Cabinet Secretaries.

### Speakers

The 36<sup>th</sup> AAPAM Roundtable Conference was officially declared open by His Excellence **Mr Mohamed MOUBDI**- Minister for Public Service and Modernization of Administration - Kingdom of Morocco. In His speech, Hon. MOUBDI welcomed all the delegates to the Kingdom of Morocco. He echoed that the theme “**Effective Partnerships for Citizen Centered Sustainable Development**” was most relevant in helping the continent move to a higher level of beneficial collaboration geared towards improving service delivery.

Other speakers in the opening ceremony were Mohand LAENSER, Minister of Planning and Development (on behalf of the Head of Government of the Kingdom of Morocco); Mr. Fathallah OUALALOU, the Mayor of the City of Rabat and Member of the Executive Council of United Cities and Local Governments of Africa (UCLG-Africa); Dr. Amina AL HAJRI, Deputy Director General of ISESCO; Dr. John- Mary Kauzya- United Nations Department of Economic and Social Affairs (UNDESA); Ms. Sandra McCardell, Canadian Ambassador to the Kingdom of Morocco, and former AAPAM President Mr. Abdon Jok Nhial.

A powerful key note address was delivered by **H.E. Mr. Driss El Yazami**, President of the National Council of Human Rights –Kingdom of Morocco. The conference discussions were indeed steered by experienced and renowned speakers from the academic and practitioner circles

# The Awards & Elections

Ambassador Francis Muthaura won the AAPAM 2015 Gold medal Award. Amb. Muthaura, the former Head of Public Service and Secretary to the Cabinet government of Kenya, was recognized for his outstanding contribution to the Public Service. The retired public servant, in his acceptance address, attributed hard work and strong support from family and friends as key in public service performance. In his citation, the outgoing AAPAM president noted that Amb. Muthaura was “a seasoned international public servant, a premier administrator, a diplomat of excellence, a capable negotiator, a champion of regional integration, a reformer and a visionary leader” Amb. Muthaura currently serves as Chairman of the Lamu Port Southern Sudan-Ethiopia Transport (LAPSSET) project. The Gold Medal Award marks the exceptional achievement of an individual who has shown distinctive leadership, or has made a significant contribution to the advancement of excellence in public administration and management in Africa.



*Amb. Muthaura receiving the Gold Medal Award from His Excellency Mr. Mohamed MOUBDI, Minister of Public Service and Modernization of Administration - Kingdom of Morocco*

The 36<sup>th</sup> Roundtable conference also registered the recognition of the AAPAM 7<sup>th</sup> Innovative Management Award Winners. As part of AAPAM's efforts to promote best practice and innovations in the public service, the 7<sup>th</sup> Innovative Management Award Ceremony was held on the 3<sup>rd</sup> of March at the Kabaj Palace, Rabat. The winning innovations were: Huduma Center Programme - Kenya (Gold), I-School E-Learning-Zambia (Silver), Animal Health Programme - South Africa (Bronze).

As per the AAPAM constitution, the AAPAM members held the General Assembly and conducted elections during the conference. In the General Assembly, Dr. Roland Msiska, Head of Public Service, Zambia was elected the new AAPAM President taking over from Mr. Abdon Jok Nhial, Secretary to the Cabinet Government of South Sudan who has been the Associations' president since 2011. Mr. Mohamed MOUBDI, the Minister of Civil Service and Modernization of Administration, Kingdom of Morocco was elected as the Deputy President. The elected Vice-Presidents were: Pierre Vincent FONDJO NGAMBO – Central Africa; Dr. Atif Mohammed Ahmed – North Africa; Bridge Katsriku – West Africa; Prof Gelase Mutahaba – East Africa; Mr. Diphofa Mashwahle – South Africa and Mr. Titus Ndambuki – Commissioner Kenya Public Service Commission as a special Vice-President. The special Vice-President post was an implementation of an earlier council meeting that passed that a special post within the Executive Committee be created for the country hosting the secretariat which currently is Kenya.

The AAPAMYPN members present also ratified their constitution and elected new office bearers. Mr. Josiah Wanyama of the County Government of Busia- Kenya was elected the Chairperson. The Deputy Post went to Pearl Offcibea Twum of Public Service Commission Ghana, while Keneilwe L. Ngakane, Directorate of Public Service Management-

Botswana was elected a member of the Executive Committee. The AAPAM secretariat as per the YPN constitution equally assumed its official role as the secretary of the YPNEC



*Huduma Kenya- Gold award winner*

# Excursions



*Delegates on excursions to the Mohammed VI Museum of Contemporary Art on 5<sup>th</sup> March 2015*

In line with the AAPAM tradition, delegates were treated to an explorative excursion on 4<sup>th</sup> March 2015. AAPAM excursions provide participants with a cultural experience to supplement plenary learning methods. Delegates who attended the 36<sup>th</sup> Roundtable conference enjoyed the unique experience of Morocco. Morocco is a country whose political regime is a constitutional monarchy currently headed by His Majesty King Mohammed VI. Morocco is a member of; the Union

of Arab Maghreb, the International Organization of the Francophone, the Arab League and the Organization of the Islamic Conference. At the crossroads of civilizations, originally Amazigh, the Moroccan experience offered the delegates diverse cultural influences of Arab, Islamic, Jewish, Mediterranean, Roman and Punic. The delegates visited the Monuments on the Multi-secular History of the Kingdom of Morocco; the Model Morocco, Re-planning the Valley Bouregreg; the Art of Morocco-The

Mohammed VI of the Museum of the Contemporary Art; and the Morocco of the Handcrafts- the Consuls Streets in Rabat to sample and experience the rich culture and history of Morocco. With profound gratitude, AAPAM acknowledges the outstanding support of our Development partners, the Kingdom of Morocco, the speakers and our esteemed delegates who graced the 36<sup>th</sup> AAPAM Roundtable conference.

## 37<sup>th</sup> AAPAM Roundtable Conference

The AAPAM 37<sup>th</sup> Roundtable Conference will be held in Zambia in February 2016 at the invitation of the Government of Zambia. The Conference theme is to be communicated later. Delegates thanked the Government and the people of Zambia for the invitation and generous offer to host the Conference. See you in Zambia!!!!

*For more information visit [www.aapam.org](http://www.aapam.org)*

# The 14<sup>th</sup> Session of

## THE UNITED NATIONS COMMITTEE OF EXPERTS ON PUBLIC ADMINISTRATION AND THE UNITED NATIONS PUBLIC ADMINISTRATION NETWORKS (UNPAN) MEETING

The 14<sup>th</sup> Session of the United Nations Committee of Experts on Public Administration was held at the United Nations Headquarters from the 20<sup>th</sup> to 24<sup>th</sup> April 2015. AAPAM was represented by the Secretary General, Mr. George K. Scott. The session was attended by twenty three (23) Committee Members and Observers from over twenty (20) countries. The experts from intergovernmental organization and non-governmental organizations discussed the crucial role of public administration and governance in the achievement of the proposed sustainable development goals ahead of the United Nations Summit expected to adopt the post-2015 development agenda this September.

The discussions this year were guided by the theme *Building Trust in Government in Pursuit of the Sustainable Development Goals: What will it take*. The Session was officially opened by the Under Secretary General for Economic and Social Affairs, Wu Hongbo. In his opening remarks, Mr. Hongbo reminded the committee members and observers of the essential role of public administration in the implementation of the post 2015 millennium development agenda (17 Sustainable Development Goals (SDGs) and 169 targets). He mentioned that *“Indeed, from ending hunger and poverty, to ensuring quality education, healthy lives, gender equality, and access to water, energy, sanitation, employment, infrastructure, and to reducing inequality, emissions, unsustainable consumption, and to protecting oceans and our ecosystems – none of these goals and their related targets could be achieved without efficient, effective, inclusive, accountable and robust public institutions.”*

Though this represented a daunting challenge, Mr. Hongbo encouraged all to take advantage of the opportunities

presented through the SDG’s and the targets as they *“set forth guidance on how governments can work together to build effective, inclusive and accountable institutions* that are capable of realizing sustainable development.

Looking forward and towards a brighter future, he urged the committee members and observers to take full advantage of the deliberations and bring holistic approaches that dissolve the interactions in silos by government institutions and further keep in mind the need for considering national circumstances, and avoid *“one-size-fits-all”* solutions.

Echoing the remarks of Mr. Hongbo, Ms. Margaret Saner Chair of CEPA recognized the essential role of institutions which is built into the sustainable development goals that calls for *“effective, accountable and inclusive institutions at all levels, in tandem with promoting peaceful and inclusive societies and access to justice for all”*. (Goal 16)

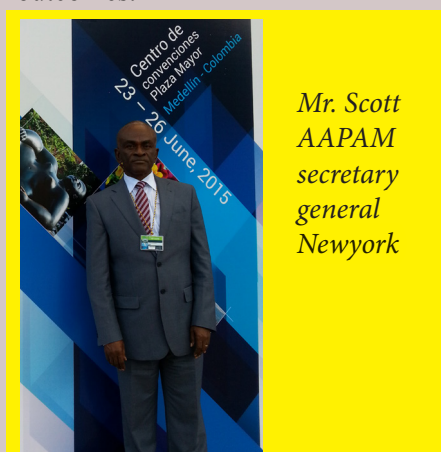
In line with the theme, background papers were submitted with a view to examine:

- How to redefine relationships and responsibilities to support participatory governance and responsive public service delivery, including through e-solutions;
- How to strengthen innovation, prioritization, informed decision-making and the integration of policy development processes for enhanced impact; and
- Ways and means of promoting accountable institutions, ethical leadership and integrity to enhance confidence in efforts to deliver sustainable development.

The committee noted that Governments across the world will be better placed to identify the sustainable development priorities, improve institutional performance

and the quality of public services through citizen engagement. It was affirmed that by engaging citizens as key stakeholders, policy development and implementation will reflect key citizen priorities thus building public trust and realizing sustainable development. For example, 2012 data from Organization for Economic Co-operation and Development (OECD) showed that only 40 per cent of citizens in OECD countries trust their government. Thus it was reiterated that there is need for the governments to dialogue with citizens more effectively and further remove barriers hindering citizen engagement in public policymaking in order to ensure equality is realized in the consultative processes. Open Government, characterized by transparency, participation and collaboration, can assist in this regard.

The Committee recalled that the drive for innovation in the public sector is due, in part, to the increasing complexity of the public agenda and recognition of the interdependence of development objectives at all levels. It is also due to the changes in public administration which includes; the shift of leadership styles from an authoritarian to an inclusive style and governance structures from centralized to decentralized arrangements and from an emphasis on process to an emphasis on outcomes.



# The 5<sup>th</sup> Commemoration of THE AFRICAN PUBLIC SERVICE DAY HELD IN BRAZZAVILLE, REPUBLIC OF CONGO FROM THE 19<sup>TH</sup> – 23<sup>RD</sup> JUNE 2015



The 5<sup>th</sup> Commemoration of the African Public Service Day was held from the **19<sup>th</sup> to 23<sup>rd</sup> June 2015** in Brazzaville, Republic of Congo. The event was organized by the Government of Congo in collaboration with the Department of Political Affairs and the African Union Specialized Technical Committee No. 8 Subcommittee on Public Service, Local Government, Urban Development and Decentralization.

The theme for the 5<sup>th</sup> Commemoration of the African Public Service Day was *“The Role of the Public Services in Women Empowerment, Innovation and Accessible Service Delivery in Africa”*. The justification for this year’s theme is premised on the conclusion that, the year 2015 has been declared by African Union Heads of State and Government as the “Year of Women Empowerment and Development towards Africa’s Agenda 2063” and it is critical to position African Women rightly in African Public Services for constructive contribution towards the achievement of the African Development Agenda.

In attendance were Ministers of State, Members of Parliament, Commissioners and Heads of African Public Services, Members of the Africa Union (AU), Heads of Delegation and Members of Diplomatic Corps. The African Association for Public Administration and Management was represented by Ms. Elizabeth Muia (Research and Consultancy Assistant).

The event was officially opened by H.E Mr. Florent Tsiba, Minister of Labour and Social Security on behalf of H.E Mr. Denis Sassou Nguesso, President of the Republic of Congo. During his opening speech Mr. Tsiba echoed that women play a vital role in the fight and realization of Agenda 2063. He called on all the participants to share the experiences of good practice in different African countries, identify possibilities to build networks among national administrations all over the continent and put in place tools to monitor and follow-up the mainstreaming of women in public services.

Speaking on behalf of the Commissioner for Political Affairs, H.E. Dr. Aisha Laraba Abdullahi, Dr. Mamadou Dia, Head of the Democracy, Governance, Human Rights and Elections Division-African Union Commission recognized the essential role of women in the realization of Agenda 2063. Dr. Mamadou Dia consequently emphasized the urgent need to speed up efforts for the mainstreaming of gender noting that, *“If Africa is serious about development, it cannot ignore and underutilize women who constitute more than 50% of its population. Their unalloyed role in the implementation of Africa’s Agenda 2063 will therefore be realistic, impactful and meaningful if their requisite places in public and private spheres are guaranteed. However, this will never come through if the African States do not ratify the African Charter on the Values and principles of Public Service and Administration”*.

# Highlights of the African Public Service Day

It was observed that nine countries have ratified the charter to date. It is thus crucial for countries that are yet to ratify the charter to do so and for those who have ratified to domesticate the charter at national level.

The following were adopted as the APSD sub-themes for the year:

- (a) Innovations in Public Service Performance towards Accessible and Effective Service Delivery;
- (b) Women Empowerment in Service Delivery towards the

Achievement of African Agenda 2063;

- (c) Public Service Reform and Women Empowerment in Service Delivery; and
- (d) Prospects and Opportunities in the Modes of Management of Social Services in Africa.

## Outcomes

During the five day event, different stakeholders of public services and administrations in Africa discussed the urgent need of a gender centred public service and administration in the continent towards Agenda 2063 aspirations. The effective guarantee of women empowerment in African Union member states was identified as a non-negotiable prerequisite to ensure the participation of women and provide equal opportunities for men and women in our societies.

The outcomes of the event were presented during the closing session and the participants, among others, recognized the fundamental role of the African Charter on Values and Principles of Public Service and

Administration on the theme of this 2015 APSD and urged AU Member States to increase the ratification of the Charter from the current nine to fifteen for it to enter into force; they urged African countries to implement the African Union's recommendation of 50% gender equality in all appointed and elected positions in public service and administration in Africa; and underscored the need for the development of experiences and best practices exchange programmes among African countries on women leadership.

Participants also called on member states to encourage the participation of women in decision making process as well as the mainstreaming of the National Gender Policies into the African public services and administrations at all levels of Government., participants proposed the creation of Women centres at national, regional and continental levels whose purpose will be the empowerment of women into capable and effective leaders.

## Enhancing Public Financial Governance and Management in Africa:



*Delegates at the Executive Course at Tlotlo Hotel, Gaborone, Botswana*

AAPAM and Centre of Specialization in Public Administration and Management (CESPAM) successfully delivered the Executive Course on Enhancing Public Financial Governance and Management in Africa at the Tlotlo Hotel and Conference Center, Gaborone-Botswana from 18<sup>th</sup> – 20<sup>th</sup> August 2015. This year's theme focused on *Enhancing Public Financial Governance and Management in Africa*.

The Executive Course was officially opened by Prof J. Pansiri - Acting Director, Graduate School of Business, Faculty of Business, University of Botswana. Prof Pansiri noted that due to citizen demands and external pressure, the 21st century public sector is evolving at a rapid pace in order to transform and effectively deliver services to citizens and sound policy advice to Government. As a result, he mentioned that leadership competencies of public servants ought to be given attention *“to enable them to understand, address and resolve the increasingly complicated issues they face.”* He noted that AAPAM and CESPAM responded by introducing this Executive Course. He underscored the significance of public finance management on the basis that *“leaders, world over are held responsible for funds.”* He also emphasized that corporate governance is important for both the public and private sector and noted that, that is the duty of the public sector to satisfy and meet the needs of its customers through the accountable use of resources. In his closing statement, Prof Pansiri called upon participants to take advantage of the course to give back to their organizations and make a difference in the African continent.

In her welcome remarks, Dr. Dorothy Mpabanga – CESPAM

Director, thanked participants for registering for the second instalment of the CESPAM/AAPAM Executive Course. She appreciated the diversity among participants and encouraged them to explore the host country. As a country whose track record gives life to the importance of good finance in governance in the realization of development and growth, indeed this course was held at the right place and at the right time. Mr. G.K. Scott – AAPAM Secretary General, followed suit and welcomed participants to the course. During his welcome remarks, Mr. Scott emphasised the efforts that AAPAM has made over the years. He highlighted that the Association is committed to the fulfilment of Agenda 2063 and the Post 2015 Development Agenda and that the Association through such courses hopes to instil transformational leadership that will create the “Africa we want”. He further noted that this Executive Course will help navigate various paradigms of leadership and analyse the role of public sector leadership in public finance. Finally, he called on participants to go back to their countries with the knowledge they would have gained and develop innovative ways of delivering public services.

In the spirit of building capacity among the Young Professionals of the Association, Ms. Keneilwe Ngakane - AAPAM Young Professional Network Vice Chairperson - Southern Africa, delivered a presentation about the AAPAM's Young Professionals Network (YPN). She informed participant's that the program was introduced in 2006 as a link between younger and older public sector managers. Ms. Ngakane urged the participants to support this network in their various countries.

Over the three day course, the participants were engaged in a series

of topics that were delivered in the form of case studies, plenary and break away sessions. Mr. Andrew Rori introduced the participants to the challenges faced in public financial management. Through discussions, participants agreed that despite the documentation (regulations, guidelines and acts among others) that anchors public financial management, there was a need to address the existing disconnect between the framework and reality. This should involve sound, transparent and accountable management of public finances.

Key elements of the discussion focused on change and how the public service can embrace innovation within the constrained government structure that is less accommodating in taking risk which if taken are more or less as result of being reactive and not proactive.

The participants agreed that corruption in Africa was as destructive as “cancer.” In responding to the suggestion that there was a need to move from a Eurocentric definition of corruption to an African one, Dr. Achoch emphasized that the world is globalized therefore there is a universality of values. Participants also weighed in on the issue; they argued that “we should not be bogged down on definition” and that there should not be any domestication process that perpetuates corruption. There was a general consensus on the notion that using one's position to benefit oneself, whether in an African context or not, is corruption.

The three day Executive Course concluded with a tour of the city of Gaborone. Participants were able to see the positive effects of good financial governance principles and the state of a middle income country in Africa.



# AAPAM

## PROPELLING THE PUBLIC ADMINISTRATION AND MANAGEMENT AGENDA IN THE CONTINENT

### 11<sup>TH</sup> PAN-AFRICAN FORUM ON THE MODERNIZATION OF PUBLIC SERVICE AND STATE INSTITUTIONS:

AAPAM Secretary General, Mr.G. K. Scott represented AAPAM in the 11<sup>th</sup> Pan-African Forum on the Modernization of Public Service and State Institutions organised by the African Training and Research Centre in Administration for Development (CAFRAD) in collaboration with the Ministry of Public Service and Modernization of the Administration-Kingdom of Morocco and other partners like African Capacity Building. The Forum was held on 12<sup>th</sup> and 13<sup>th</sup> October 2015 in Marrakech, Kingdom of Morocco under the theme: *“The Role of Responsible Public Governance in Strengthening and Consolidating the Rule of Law in Africa”*

The Forum brought together participants from the following countries: Algeria, Benin, Burkina Faso, Cameroon, Cape Verde, Comoros, Congo, Côte d’Ivoire, Chad, Central African Republic, DR of Congo, Gabon, Gambia, Ghana, Guinea, Liberia, Mali, Morocco, Mauritania, Namibia, Niger, Nigeria, Senegal, Sudan, Swaziland, Togo, Uganda, and Arab countries including, Bahrain and the Sultanate of Oman .

The event was also graced by AAPAM (Nairobi), AFRICAMEX (Tangier) ARADO (Cairo); ADB (Rabat), IDB (Rabat), ILO (Geneva), BJ Consulting International (Rabat), Chamber

of Commerce and Infrastructure (Karlsruhe), ENA (Rabat), ENA (Beirut), ENAP (Quebec), IIAS (Brussels), ISA (Rabat), ISESCO (Rabat), OECD (Paris), OFPA (Cotonou), State Ministry of Baden-Württemberg (Stuttgart), SUTRA VISION (Côte d’Ivoire), UEMOA, Ouagadougou, UMA- Rabat, UNESCO (Rabat), Union for the Mediterranean (Barcelona) and the University of Victoria (Canada)

The meeting intended to highlight not only the needs to build States around strong and legitimate legal instruments, but also to establish a governance that truly meets the criteria of modernity, simplicity, ethics and effectiveness for African Countries, at one singular and open to a dynamic and competitive world. It also aimed at providing an echo for Public Responsible Governance (PRG) in Africa a clear and more elaborate criteria, while trying, in particular, to reconcile the issues of authenticity, African uniqueness with those of universality necessary in this time of globalization. Further it intended to developing a pool of actors and thinkers of responsible governance in Africa, capable of inspiring and above all, supporting the necessary changes to governance and transformation of African States, for a better rooting of the values of the rule of law.

The forum was opened by Mr.Abdeslam Bikrat, the Wali of Marrakech-Safi region. The session was chaired by H.E. Mr.

Mohamed MOUBDI, Minister Public Service and Modernization of the Administration, and Chairman of the Governing Board of CAFRAD.

In his address, Mr.Bikrat emphasised that the reforms undertaken by the Kingdom of Morocco had been materialized by the establishment of a modernization strategy of the administration. A strategy that aims, among others, to restore confidence between the administration and its users through the rationalization of the management of public heritage, the strengthening of public governance, the enhancement of human capital and the strengthening of the administration to give better services to the users.

At the forum, AAPAM and CAFRAD signed an MOU, the agreement defined the basis of collaboration between the two institutions which both aim at promoting of best practice, research, study and capacity building in public administration and management. AAPAM and CAFRAD agreed to collaborate in areas of capacity building in public administration and management in Africa. In partnering together, the organisations are forging a common front of unity to help upscale public service in Africa.

The 11<sup>th</sup> Pan-African Forum on the Modernization of Public Service and State Institutions Forum concluded by coming up with a number of recommendation to be shared with other stakeholders in the quest to improve the public service in Africa.



## **THE REGIONAL ADVOCACY MEETING FOR THE MEMBER STATES FROM EASTERN AND SOUTHERN AFRICAN REGIONS ON THE PROMOTION OF THE SIGNATURE AND RATIFICATION OF THE AFRICAN CHARTER ON THE VALUES AND PRINCIPLES OF PUBLIC SERVICE AND ADMINISTRATION, 02-03 NOVEMBER 2015, MAPUTO, REPUBLIC OF MOZAMBIQUE:**

AAPAM participated in the Eastern and Southern African Regional Advocacy meeting for Member States on the promotion of the signature and ratification of The African Charter on the Values and Principles of Public Service and Administration held in Maputo, Republic of Mozambique from 2nd -3rd November 2015.

The meeting organized by the Department of Political Affairs of the African Union Commission through the Secretariat of the African Union Specialized Technical Sub-Committee No.8 on Public Service, Local Government, Urban Development and Decentralization (AU-STC No.8) was attended by AAPAM and representatives from ten (10) AU member states namely: Eritrea, Ethiopia, Comoros, Kenya, Lesotho, Malawi, Mozambique, Namibia, Sao Tome & Principe and South Africa.

The meeting was officially opened by Mr. Antonio Bernado Tchamo, Permanent Secretary of the Ministry of State Administration and Public Service, representing the Government of Mozambique assisted by Mr. Mbari Calixte Aristide, Senior Political Officer representing H.E. Dr. Aisha L. Abdullahi, Commissioner for Political Affairs of the African Union Commission.

Mr. Tchamo, welcomed participants to the beautiful city of Maputo. In his address, he reiterated the continuous support and effort the Government of

Mozambique had put in espousing the values and principles reflected in the Charter to ensure effective public service delivery for all, not only at the national level but at the regional and continental level too. Mr. Mbari observed emphasized the importance of embracing the African Charter on the Values and Principles of Public Service and Administration by all AU Member States as a catalyst for public service transformation on the continent. He noted that the African Charter is the most authoritative statement of the Union on the significance of public service for the advancement of democratization, peace, security, stability and socio-economic development.

The African Charter on the Values and Principles of Public Service and Administration, is underpinned by the need to promote the values and principles of democracy, good governance and human right in the carrying out of the mandate of the Public Service and Administration across the African continent. Its adoption is a reaffirmation of Africa's collective desire to strive tirelessly for the modernization, improvement and entrenchment of new values of governance in public service.

From the meeting deliberations, it was noted that alot of work still needed to be done for the Charter to be effectively implemented in the continent.

The delegates present in the meeting

came up with fourteen (14) recommendations to help address the challenges identified. Some of the recommendations were:

AUC to propose that the issue of signing and ratifying the Charter (ACVPA) be on the agenda of AU Assembly summit so that it gets the highest political support;

Member States who have not signed and/or signed but not ratified are encouraged to take the necessary steps to complete the process;

The AU-STC No.8 secretariat should support the chair of the bureau to expedite the implementation of the agreed two-years work plan and program;

Member States and AUC should develop and strengthen partnerships with key institutions, think tanks, individuals and private sector as this is of vital importance to the success of this process;

Member States and AUC should utilize the Platforms of Regional Economic Communities (RECs) as well as regional CSOs and NGOs to promote the work on the Charter;

The AUC and other stakeholders should provide technical assistance through capacity building sessions / trainings for countries that are still struggling to sign and ratify the ACVPA;

AAPAM will continue in its endeavor to partner with AU and other stakeholders in advocating for signing and ratification of the ACVPA.



# 7<sup>TH</sup> EDITION OF THE AFRICITIES SUMMIT JOHANNESBURG, SOUTH AFRICA:

AAPAM participated in the 7<sup>th</sup> Edition of the Africities Summit held at Sandton International Convention Centre, Johannesburg, South Africa, 29<sup>th</sup> November – 3<sup>rd</sup> December 2015. The Summit was hosted by the City of Johannesburg, the United Cities and Local Governments of Africa (UCLG-A) in collaboration with other partners. The African local authorities hosts in every three years, the Africities Summit to contribute to the ongoing dialogue on Africa's development, integration, cooperation and unity.

The 7th Africities Summit fitted in with the succession of the Africities Summits which were held in the five sub-regions of Africa. The Africities Summit 1, 2, 3, 4,5 and 6 were held in Abidjan (1998), Windhoek (May 2000), Yaoundé (December 2003), Nairobi (September 2006), Marrakech (December 2009) and Dakar (December 2012) respectively.

The summits are premised on the understanding that the local level perspective helps redefine the public space, citizenship and sovereignty of national level and build supranational spaces embedded in local territories. The theme for the Johannesburg 7<sup>th</sup> edition of Africities Summit was *“Shaping the future of Africa with the people: Africa's Local Government contribution to the Africa Vision 2063”*. The Summit sought to mobilize African stakeholders to contribute to the 2063 vision championed by the African Union, and gather their commitments towards the realization of this Vision. The Summit focused on the

achievement of Agenda 2063 within the global and in the international context that impact on the development of Africa. Ministers in charge of local government.

AAPAM being one of the focal points for pushing the development agenda in the continent was privileged to organize and facilitate two sessions- SAC-11 Professionals from Central and Local Administrations and ST-CS Strategies for Human Resource. The AAPAM Southern Africa Vice-President and Director General Department of Public Service and Administration (DPSA), Mr. Mashwahle Diphofa through his representative Dr. Patrick Sokhela successfully assisted AAPAM to host the sessions.

The SAC-11 Professional of central and local administrations sessions aimed at:

- Informing the central and local governments of Africa about the benefits, knowledge, skills and opportunities offered by AAPAM and its partners.
- Sharing on the benefits of professional continental partnerships in addressing management and governance challenges in the continent.
- Sharing on the ways in which AAPAM as a professional body can contribute to Agenda 2063

The session discussed how the local and central governments can utilize AAPAM's expertise, experience and network base in a strategic move to help them reinforce their governments towards the attainment of Africa's Vision 2063 specifically in issues of good governance and democracy.

Recommendations stemming from the sessions' proceedings are expected to promote participatory governance processes that internalize systems that embrace the values of diversity and gender. The Session was chaired by Councillor Chris Ndlela, City of Pietermaritzburg Mayor. The panelists for the sessions were Professor Emeritus Chris Thornhill (University of Pretoria) and Prof Kedibone Phago (University of Limpopo).

The Session on the Strategies for Human Resource aimed at;

1. Discussing and sharing experiences on the challenges faced by the human resource in the central and local governments of Africa.
2. Sharing and exchanging information and experiences on the strategies of addressing the challenges.
3. Exposing the central and local governments of Africa on the benefits, knowledge, skills and opportunities offered by AAPAM as a way of contributing to Agenda 2063.

Delegates also benefited from the tools and current practices presented that should make their human resources more open and efficient, better coordinated and able to monitor and follow-up on the implementation of decisions.

AAPAM looks forward to continue working with other stakeholders in enhancing the achievement of the Agenda 2063.

# Devolution

## Agenda-Reflections

AAPAM in partnership with the Ministry of Devolution and Planning-Kenya hosted an International Devolution and Development Forum from 8<sup>th</sup> to 10<sup>th</sup> December, 2015 at the Kenya School of Government, Nairobi Kenya. Devolution being a new concept in Kenya, deemed it necessary to provide a platform that enabled other countries to exchange and share knowledge on how to improve public service in Africa.

The theme of the forum “*Devolution Agenda- Reflections*” aimed at providing a much needed platform for sharing experiences with a focus on the Kenyan experience of formulating and operationalizing the forty seven (47) County Governments.

The Forum was officially opened by Mrs. Grace Otieno, Principal Administrative Secretary Department of Public Service Management, on behalf of Ms. Mwanamaka Mabruki, Principal Secretary State Department of Devolution, Ministry of Devolution and Planning-Kenya. In her address, Mrs. Otieno stated that the Forum came at a time when Africa is focused on transformation, and the public service is the engine of that transformation. She challenged the delegates to evaluate the devolution process in Kenya and take the best and recommend on how to improve going forward. She, among other remarks, noted that the devolution experience in Kenya was a case study for other countries to learn from.

The Kenya School of Government Director General, Dr. Ludeki Chweya also took the opportunity to welcome the delegates to the Kenya School of Government. He stated that the need for capacity development for the devolved governments necessitated the establishment of the Centre for Devolution Studies at the KGS, which focuses on county training needs. Representing the AAPAM executive Committee, the AAPAM Special Vice-President Mr. Titus Ndambuki, Commissioner Public Service-Kenya, appreciated the immense support the Government of Kenya gives to AAPAM. Together with the Secretary General of AAPAM, Mr. George K. Scott, noted that the Ministry of Devolution and Planning

through the Department of Public Service Management has continued to support and partner with AAPAM through the years the organization has been hosted in Kenya.

The capacity building programme enlisted the participation of delegates from different African countries. In attendance were delegates from; Democratic Republic of Congo, Kenya, Lesotho, Nigeria, Sudan, South Africa, Uganda and Zambia, most of whom were new to AAPAM events. Kenya (the host) had the highest number of delegates drawn from both national and county governments.

The overall objective of the Forum was; to use great and visible examples from Kenya and across Africa to challenge the delegates to personally and collectively help transform the development of the continent by addressing the challenges plaguing decentralization in the continent.

The forum also discussed the key performance indicators, and how best to put in place measures to enhance the capacity at the country level to improve service delivery.

Speakers for the Forum were experts and practitioners drawn from across Africa. Delegates and speakers benefited from important discussions, presentations, discussion and lessons on various topics that included;

- Conceptualization of Devolution in the Constitution of Kenya 2010,
- Constructing Collaborative Networks with Civil Society and Citizens,
- Ethics, Transparency and Accountability in Decentralized Governments,

The major highlight of the event was a practical session that saw the delegates divide themselves into two groups to visit Machakos and



Nairobi Counties. In their practical study, the delegates visited Huduma Centers, winners of the 2015 AAPAM Innovative Management Award (IMA), as an exposure to how a well-organized programme can enhance service delivery and contribute to elimination of such ills as corruption. After the study tour, delegates were provided with an opportunity to discuss implemented policies related to devolution that stood out during the learning excursion. Many attested to the fact that the study tour made the concept of devolution more practical and engaging and gave them a tangible idea of what was being discussed in the group discussions and presentations.

The successful three day Forum ended with a dinner held on the 10<sup>th</sup> of December, 2015. The Closing ceremony was officiated by Mrs. Grace Otieno, Principal Administrative Secretary Department of Public Service Management, Ministry of Devolution and Planning – Kenya. Delegates were presented with certificates of attendance.

The Devolution and Development forum was a practical sphere for learning and re-learning on the decentralization experiences across Africa with specific reference to the challenges of development within our nations. Delegates had a chance to network

Going forward, AAPAM is planning to roll out county specific programmes to help the devolved governments learn from each other and understand the concept of inclusiveness in policy formulation and implementation aimed at bringing about development and service delivery to the people.

# Capacity Building for Transforming Public Sector Organizations in Africa: Challenges, Opportunities and Options

AAPAM in collaboration with the Administrative Staff College of Nigeria (ASCON) organized the **International Conference on Development** under the theme: **“Capacity Building for Transforming Public Sector Organizations in Africa: Challenges, Opportunities and Options”**.

The Conference which was held in Nigeria at the Administrative Staff College of Nigeria complex, Topo – Badagry was designed to offer a platform to Public Sector Organizations, Key Stakeholders, Experts, Scholars and Researchers to share ideas, experiences, lessons and best practices on capacity building that will transform the public sector in Africa.

The broad objective of the conference was to provide a forum for key players and experts in Governments, Development Partners, Chief Executive Officers (CEOs) of Organizations, Academicians and Researchers to examine the role and potential of capacity building in repositioning and transforming the Public Service to increase their effectiveness

Delegates from seven (7) countries attended the Conference. Among the participants were; Permanent Secretaries, Directors, Senior Government Officials, Development Partners, scholars, researchers and AAPAM Young Professionals. The countries represented at the conference were Botswana, Ghana, Kenya, Lesotho, Nigeria, Tanzania, Uganda and the United Kingdom.

The opening ceremony was attended by dignitaries from the Office of the Head of Civil Service of the Federation, Abuja as well as representatives of Federal Government establishments in Badagry and its environs. Addresses were delivered the Director General (ASCON), Secretary General (AAPAM), the Special Guest of

Honour, Mr. Stephen Oransaye. The official opening address was delivered by ..... on behalf of the **Head of Civil Service of the Federation, Barrister Danladi Kifasi, CFR, mni**. The conference officially closed by Mr. A.A Peters, Director General ASCON and the Mr. G. K. Scott, AAPAM secretary General.

AAPAM and ASCON will continue to collaborate together in their areas of common interest.



Patience Allotey receiving her certificate



Official Opening Ceremony- ASCON

## FOOD FOR THOUGHT: PARTICIPATORY DEVELOPMENT-A RWANDA CASE STUDY

In the past, development was believed to be top down. That is, the periphery (developing countries) learning from the core (developed countries). The assumption in the 1960s, presented by scholars like W.W.Rostow was that, if Africa and other developing countries curb their cultural roots and embraced the western ways of thinking, they were bound to attain the same level of development as that of western countries. Modernization was thus exemplified by the western world and was to be imitated by developing worlds. Later however, this was refuted due to the fact that despite imitation, African countries and other developing countries were not developing. This theory was thus seen as a bias that only copying developed countries provided a successful path to development. The question then was, what was not being done right in the African context? Since not all countries could develop in such a linear fashion.

The refuting of the first theory led to various Latin and African scholars putting their heads together to try and solve the issue of African development in an African context. This was how many scholars from developing countries came up with the concept of participatory development. It was realized that many people are more likely to participate and engage in development if they were directly involved using a bottom up approach. Thus it was not about development “agents” coming into their town or country and giving them instruction on what development is but working together with the local people to understand the issue at hand, the most

pressing needs in order of priority and together looking at a way to solve these problems. Hence, utilizing local skills and efforts in development.

The concept of participatory development has been clearly seen in Rwanda. Over a short period of time, the country has managed to transform itself from a war- torn zone with dilapidated buildings, to one of outstanding infrastructure (for example, Kigali airport has been named the 7th best airport in Africa), growing businesses, and admirable ICT facilities which has led to a reduction in the knowledge gap thus building human capacity. There is also a progressing decentralized system entailing both a central government and local governments. The strides made in decentralization has also been seen in Rwanda who learnt from countries like Kenya to create one stop centers to offer quick services to its citizens as well as utilizing online platforms to create convenience.

The first and most impressive thing about the city of Kigali when one visits is how clean it is, to the extent that rubber bags are not allowed into the country. This was thus no surprise as to how Kigali became the cleanest city in Africa. Asking various Rwandese, the cause of this was simple: “It was concluded that cleanliness is about transforming people’s mindsets and training them to not litter”. Therefore it was not just handing down policies from a central government, but inculcating this noble culture of peoples’ involvement. From a young age and as part of the cultural socialization process, the child is taught not to litter the community he/she

belongs to. In addition, environmental cleaning programs are organized where people come together once a month to join in community work to clean the city. There is also no surprise as to how effectively policies are implemented. This is because the people are aware of the existing policies and how they would be implemented, which leads to less opposition from the citizens since they are aware of what is going on. This is also seen in places like market squares where low income groups organize themselves into effective cooperatives. Thus, for example, traders come together to build complexes that are used by them instead of selling in open squares and by the roadsides which also contributes to Rwanda’s agenda 2020 that seeks to achieve urbanization.

These are a few of the examples of citizen participation that has quickly seen Rwanda’s agenda move from policies on paper to reality and effective implementation.

The Rwanda case study shows that inclusive development is important for any country to achieve development. This is also necessary because it gives the citizens a sense of pride and achievement, a type of “*this is our own*” attitude towards projects. This helps in long term maintenance of the project because the people are determined to sustain what they have built.

Thus with determination to efficiently utilize resources, build human capacity and include citizens in the development agenda, countries have a higher chance of attaining developmental goals.

## AAPAM NEW STAFF MEMBERS

AAPAM Secretariat in Nairobi-Kenya welcomed two new members of Staff:

**Ms. Christine Wairimu Wangeci**- Finance Assistant, and

**Mr. Clifford Ogutu** -Research and Consultancy Assistant.

**Ms. Christine Wairimu Wangeci** until her appointment, she worked with Tetu Aberdare Water and Sanitation Company Ltd as the Internal Auditor. Ms. Wangeci will be assigned duties relating to accounting, finance and internal controls. She brings on board a wealth of experience in finance.

The new officer is equipped to handle the challenging tasks owing to her experience and skills attained over the years. She is a holder of Bachelor of Commerce (Accounting), Certified Public Accountant (Pursuing Section 6).

**Mr. Clifford Ogutu** is a holder of a Bachelor of Arts degree in Linguistics, Media and communication and brings in vast experience he has acquired from his working experience with different organizations.

AAPAM welcomes Ms. Christine Wangeci and Mr. Clifford Ogutu to the AAPAM Secretariat and wishes them all the best as they start their journey with AAPAM.

