

March - September 2016



# AAPAM

THE AFRICAN ASSOCIATION FOR PUBLIC ADMINISTRATION AND MANAGEMENT

## Newsletter

**80<sup>th</sup>  
Edition**



Opening ceremony of the 37<sup>th</sup> Roundtable Conference in Lusaka, Zambia

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COMMITTEE OF EXPERTS  
ON PUBLIC ADMINISTRATION  
(CEPA)

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Secretary to Cabinet  
Head of Civil Service  
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**SECRETARY GENERAL****Mr. George Kojo Scott**

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

**AAPAM COUNCIL**

All Executive Committee Members

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



Readers, it is a pleasure to present to you the 80<sup>th</sup> Newsletter edition of the African Association for Public Administration and Management (AAPAM).

**The 80<sup>th</sup>** Newsletter edition highlights programmes in 2016. The 37<sup>th</sup> Roundtable conference was the first calendar event for 2016, the conference was held in Lusaka, Zambia, it was especially a great pleasure for me to welcome delegates to my home country to discuss ways of “Transforming Public Administration (PAM) in order to contribute towards the agenda 2063 within the context of the Sustainable Development Goals” without pre-empting the conference report I would like to point out the centrality of this topic in modern public administration and management. As I mentioned at the 37<sup>th</sup> Roundtable Conference, the overriding theme for the Roundtable conferences from 2016-2018 will be ‘Transforming Public Administration in Africa’ I encourage all of us to commit ourselves to the values and attitudes that will transform the processes and institutions of public administration.

**Still on the** 37<sup>th</sup> Roundtable conference, allow me to appreciate the President of Zambia H.E Edgar Lungu for graciously opening the 37<sup>th</sup> Roundtable conference, in his address, the president paid homage to the founding fathers of Pan-Africanism, through whom today we can contribute to continental sustainable development idea of Agenda 2063, and similarly participate in international development goals outlined in SDGs 2030 to transform the continent. I also acknowledge the Ministries and partners who participated enthusiastically in this conference. Finally, I am indebted to the national organizing committee and the AAPAM secretariat who planned the conference and oversaw all activities to ensure the smooth flow

of the programme.

**This year,** The Executive Course was once again held in Gaborone Botswana under the theme ‘Financial Governance and Administration’ for the 3<sup>rd</sup> year as stated in the MOU between AAPAM and the Centre of Specialization in Public Administration and Management (CESPAM) This has been a most fruitful collaboration which has seen public administrators trained on the momentous financial administration topic, with that we expect public administrators to make informed decisions in financial governance.

AAPAM acknowledges the zealous efforts of Dr. Dorothy **Mpambaga**- the Director CESPAM and her team and the Ministry of Public Service who, together with AAPAM secretariat spearheaded this programmes for 3 years. AAPAM looks forward to fruitful future collaborations.

**AAPAM** once again participated in the Committee of Experts Meeting at the UN headquarters in New York. We realize the importance of aligning our goals with continental and international goals and fully commit to Agenda 2063 and SDGs 2030. AAPAM made presentations on corruption and SDG areas that AAPAM will focus on at the 15<sup>th</sup> Session of the Committee of Experts on Public Administration (CEPA) on ‘Strengthening the Confidence of Citizens in the Effectiveness, Validity and Integrity of Public Administration through Enhanced, Targeted Efforts to Use Good Governance to Prevent, Expose and Deal with Corruption.’ This newsletter edition will delve into the topics that were presented.

**AAPAM'S** newest network Women in Public Administration Network (WAPAN) is now operational, the idea which was first discussed at the 36<sup>th</sup> Roundtable conference, has gained the interest of many women in public administration. The network envisions to build on women’s strengths in leadership and encourage advocacy of women rights especially with regards to political and economic equality, all aimed at achieving sustainable development. I encourage all women in public administration to own this network and share ideas on how women can position themselves to enhance development. As part of expanding the research department so as to increase knowledge sharing in Africa, **AAPAM** entered into a partnership with The Partnership for African Social and Governance Research (PASGR) in 2015, this partnership



resulted in the African Journal of Public Administration (AJPAM) Special Edition Vol. XXIV No. 1 January- June 2016. This special edition journal is based on the findings of six country studies on service delivery in three sectors: education, water and roads and transportation infrastructure in Uganda, Nigeria, Sierra Leone, Ethiopia, Burkina Faso and Senegal.

**The journal** articles analyse the role of formal and informal institutions, at both country and sector level, in the effectiveness (or lack) of public service delivery. Based on the research findings, the articles provide policy and practical recommendations to improve and sustain the delivery of the basic services at different levels. We urge you to order for your copies.

**This newsletter** article also features opportunities for scholarship, the 'African Leaders of Tomorrow Scholarship 2017' which awards scholarships for Master's degree in public administration and public policy in Canadian Universities will open soon, I encourage you to check AAPAM website for more details.

**Upcoming** programmes in 2016 include:

- Human Resource Strategies for Sustainable Development Seminar will be held from 31<sup>st</sup> August- 2<sup>nd</sup> September

2016 in Pretoria South Africa in collaboration with the Department Public Service and Administration (DPSA) South Africa and School of Public Management and Administration (SPMA) – University of Pretoria

- Policy Analysis and Development programme will be held from 19<sup>th</sup> – 21<sup>st</sup> September 2016 in Seychelles in collaboration with the Eastern and Southern African Management Institute (ESAMI)
- Strengthening Governance Structures in African Public Services for Sustainable Development Conference will be held from 11<sup>th</sup> – 13<sup>th</sup> October 2016 in Lagos, Nigeria in collaboration with the Administrative Staff College of Nigeria (ASCON)

See the detailed calendar of events on the website for more details on the programmes

**I must appreciate** participants who attended the 37<sup>th</sup> Roundtable conference and were kind enough to sing for me 'happy birthday' while unusual at a congregation of that nature, the gesture was deeply appreciated. I wish you all a prosperous year ahead and look forward to meeting you at the 38<sup>th</sup> Roundtable Conference.

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This year, The Executive Course was once again held in Gaborone Botswana under the theme **'Financial Governance and Administration'** for the 3<sup>rd</sup> year as stated in the MOU between AAPAM and the Centre of Specialization in Public Administration and Management (CESPAM)

**Dr. Roland Msiska**  
AAPAM President

# 37<sup>TH</sup> Roundtable CONFERENCE

**“Transforming Public Administration and Management (PAM) in order to Contribute towards the Agenda 2063 within the context of the Sustainable Development Goals”**

By Julie Muia- Programme Assistant AAPAM

The 37<sup>th</sup> Roundtable Conference was held at the Mulungushi International Conference Centre in Lusaka Zambia from 29<sup>th</sup> February- 4<sup>th</sup> March 2016 under the theme; **“Transforming Public Administration and Management (PAM) in order to contribute towards the Agenda 2063 within the context of the Sustainable Development Goals”**. The theme forms the first part of the three-year arch theme **Transforming Public Administration and Management (PAM)**. Zambia, having hosted the 27<sup>th</sup> AAPAM RTC in 2005 was honoured to host the Roundtable more than ten years later.

Four Hundred and Thirteen (413) delegates from Twenty Nine (29) countries attended the Conference. Among the distinguished guests were: Ministers, Deputy Ministers, Cabinet Ministers; Heads of Public/Civil Services and Secretaries to Cabinet; Permanent/Principal Secretaries, Members of Diplomatic Corps. Chairpersons and Commissioners of Public Service Commission; Heads of Management Development Institutes; Development Partners; representatives of Statutory Institutions; scholars, researchers and AAPAM Young Professionals.

The Opening ceremony of the conference was presided over by the President of Zambia, **H.E. Edgar Lungu**. This marked the first presidential appearance at an AAPAM event. In his welcome address, the President reiterated the Republic of Zambia’s commitment to AAPAM and similarly, to the development agenda in the Continent. The President’s address focused on three key areas:

- Role of public servants; In recognition of the vital role played by public servants,



Delegates at the 37<sup>th</sup> Roundtable Conference in Lusaka Zambia

the President referred to them as ‘indispensable cornerstone for public service delivery to the citizens’. In that regard, he urged delegates to exemplify ideals of professionalism, impartiality and excellence in service delivery.

- Public service institutions tasked with service delivery; institutions serve as the vehicle through which resources and services are delivered to citizens, he noted that the challenges institutions faced lay in systemic patronage, lack of accountability and reluctance to embrace positive change, threatening the status quo. The President called for institutional capacity building, based on transparency and good governance, and strategic partnerships, ca-

pable of propelling development agenda.

- Agenda 2063 for sustainable development. Zambia is one of the African countries that have already ratified Agenda 2063. The President assured the Nation’s commitment to domesticate the provisions of the Charter, he further urged AAPAM to advocate for implementation of the Charter by member states.

Transformational and visionary leadership, he noted, is necessary to drive Africa’s development agenda. The transformational leadership capable of venturing into uncharted territories and maximizing gains in reservoirs such, as the private sector, youth, women, citizens in the diaspora and the versatile ICT sector, will actualize the realization of ‘The Africa we want’

The flare of Presidential presence, gave the Conference an added impetus to progress on a similar tempo, as exemplified by the Messages of solidarity delivered by development partners including; UNDESA, Microsoft, ESAMI, IIAS, Deloitte and ACGN.

The Key note address was delivered by Prof. Said Adejumbi- Director Southern Region Economic Commission for Africa (UNECA). In his address titled **“Developmental State, Smart Public Service and Agenda 2063: Towards the Africa that we Want”** Prof. Said highlighted the endogenous nature of nation-building using the transformational experience of Singapore. The Singapore development agenda placed human capital development at the core of its development agenda, a strategy lauded to have catapulted Singapore from a third World nation to a first World nation. Africa once poised to be on an upward trajectory from the 1960s, took a turn because of what Prof. Said referred to as adoption and domestication of alien policies and lack of ownership of the development process. This situation is likely to pervade, unless the continent plays a more proactive role in its destiny by putting in place strong institu-

tions and diversifying economies. In closing his address, Prof. Said posed the following thought provoking questions to the delegates:

1. How do we construct a developmental public service in Africa that can be the anchor of a developmental state with a high performance culture?
2. What is the optimal size of the public service that can deliver efficient, effective and prompt services to the people?
3. How will the revolution in information technology and technological innovation in service delivery impact on the size and functioning of the public service?
4. What is the nature of the incentives and sanctions regime that will make the public service perform optimally?
5. How should the sub-national public service, especially the local governments, often neglected in the discourse of the

public service, be equally reformed to respond efficiently to local needs and demands?



H.E. President Edgar Lungu at AAPAM exhibition booth

## Conference

# SESSIONS

The Conference, which was organized in Eight Plenary Sessions, Nine (9) breakaway Sessions and Four (4) Specialized Parallel Sessions, gave ample time to the delegates to delve into the six sub-themes which were:

- a) Transforming Public Administration and Management in Africa: Theoretical framework;
  - b) The nexus between Governance and Transformation of PAM in Africa;
  - c) E-governance and e-government as necessary tools for transforming the PAM;
  - d) The essence of transformational leadership in achieving state capability;
  - e) The role of Public Private Partnerships in transforming the African PAM; and
- f) Country Case Studies. Notable developments observed at the 37<sup>th</sup> Roundtable conference include;
    - Innovator panel- this session paid homage to past IMA winners. At this session, Huduma Kenya- Gold winner 2015, UNDESA and CPSI made presentation on the importance of innovation in service delivery
    - Petition to form AAPAM Women in Public Service Network- the petition was signed by many delegates giving AAPAM the responsibility to constitute an Women’s Network
    - Exhibition booths – during the Roundtable many exhibitors got an opportunity to meet with the President of Zambia and showcase their products and services

## The 8<sup>th</sup> AAPAM Innovative Management Award



Innovative Management Award winner 2016- Judiciary of Rwanda



The 8<sup>th</sup> AAPAM Innovative Management Award ceremony was held on 2<sup>nd</sup> March 2016. The ceremony recognized five (5) institutions that made it to the finals of the competition on innovations to transform service delivery in the continent. Following rigorous interviews by members of the Jury, the Judiciary of Rwanda was awarded the Gold Award for their innovation in Electronic Filing System (EFS).

**EFS innovation** was introduced in 2011 as way to enhance access to justice using technology. A call to action necessitated by strenuous process involved in search of justice by both the citizens of Rwanda and the Judiciary. In a typical scenario, citizens would travel miles to access courts and file complaints. The innovation served to cut the time and cost used in the judicial process by making information readily available electronically without having to increase the physical number of court houses. The usage of this system was above 70% in higher courts (High Court, Commercial High Court and Supreme Court) at the end of June 2014. So far the innovation had registered high scale usage at 61% average of files filed with electronic system in all courts as at June 2015. Today, cases can be filed in Rwandan courts from anywhere in the world.

**Mom Connect** South Africa scooped the Silver award. In a bid to meet Millennium Development Goals (MDGs) for improving child and maternal mortality, Mom Connect set out to introduce a mechanism for electronically registering all pregnancies in the public health system using cross-network free-to-user cell phone services. Mom Connect is the first national Department of Health (DOH) project to be fully aligned to the health normative standards framework, setting the foundations for interoperability between different eHealth systems. Following the innovation, over 500,000 pregnant women have been registered for maternal and infant health messages. This has been done in 3538 health facilities in South Africa (representing 95% of all public health facilities) by nearly 35,000 health workers who have been trained in Mom Connect. The innovation is well on its way to be replicated in Uganda.

**The Driver and** Vehicle Licensing Authority, from Ghana won the Bronze award. The innovation was prompted by

the need to properly train and examine potential drivers to ensure that only competent drivers received driving licenses. The project is a Public-Private Partnership (PPP) arrangement with Messrs Fleet Technologies the lead partner charged with software development and installation. The system generates computerized exams which can be taken at different centers. Results from the test are generated automatically after completion of the exam. As a result, the project has recorded a notable reduction in fraud, impersonation, leakage of questions and human interferences. The test results from these offices are now more credible. The project has been deployed to Driving schools and instructors who are the major stake holders of the project.

**Both Kenya and Egypt** took home the Glass award for their innovations in Children welfare and automation of government services respectively. The Kenya innovation named 'vurugu mapper' is an initiative aimed at strengthening child protection structures, systems and procedures at the family, school, community and government level using mobile phones. This initiative is under the leadership of the County Director of Children services, Embu County, with partners providing a facilitation role.

**The Central Agency** for Organization and Administration, Egypt, developed automation services to improve the quality of services, achieve administrative reform, and eliminate corruption government services as an entry point for administrative reform. The rationale behind the innovation was to reform government administrative systems, eradicate corruption and invest in people accordingly to ensure development.

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**EFS innovation was introduced in 2011 as way to enhance access to justice using technology**

# Exploring Zambia



Delegates at the Victoria Falls in Livingstone, Zambia

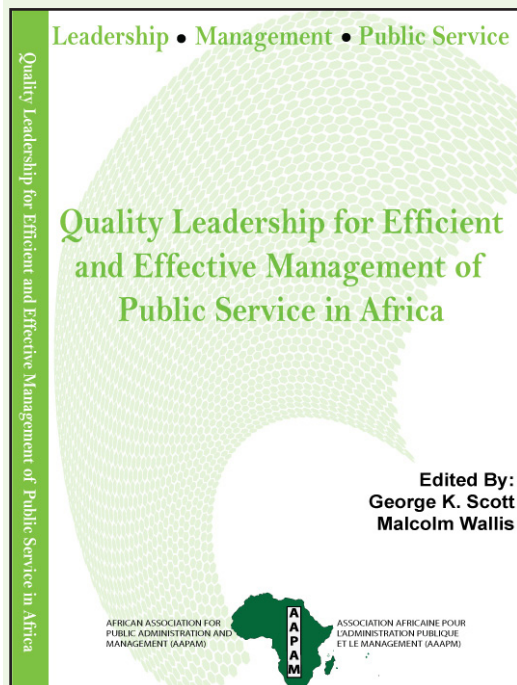
As part of AAPAM's tradition to give delegates a holistic experience, delegates went for excursions to various tourist sites. The Republic of Zambia is known for the 7<sup>th</sup> World Wonder, the Mighty Victoria falls located in Livingstone. Delegates who chose to visit Livingstone to behold the spectacle that is the Falls travelled on board the Air Force One plane, an experience that delegates described as magnificent. **Other sites** that were visited include; Chamunika Game reserve; LarfageChilanga

Cement; Historical sites (Museum, 1<sup>st</sup> President's house); Economic Zone and Trade Kings company. **In summary** the Zambia hosts raised the bar for AAPAM conferences. The Roundtable was a well organized, splendidly coordinated, specially blended and greatly attended conference. **Thanks** to the formidable and well dedicated Zambia team. We salute you and pass our heartfelt gratitude for an excellent work! Bravo.

## Quality Leadership

### for Efficient and Effective Management of Public Service in Africa Book

By Clifford Ogutu- Research and Consultancy Assistant AAPAM

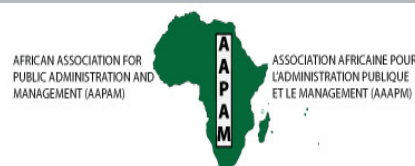


AAPAM is set to launch a book based on the 35<sup>th</sup> Annual Roundtable conference which was held in Kigali, Rwanda from 18<sup>th</sup> to 22<sup>nd</sup> November 2013. The book titled **Quality Leadership for Efficient and Effective Management of Public Service in Africa** focuses on leadership in the public service. **The book** also highlights the need for transformational leadership as an antecedent for Africa's prosperity and sustainable development. The book features articles from authors who delve into the realities and challenges facing leadership in Africa, the articles delve into the various obstacles facing leadership in the African public service while others explore specific country experiences through the case studies lenses.

The book calls on African leaders to exercise competency, integrity and innovativeness in order to transform the public service. It blends practically and theoretical insights on strides made by selected countries as far as quality leadership is concerned. **For stakeholders** in the public administration and management field, this is the book to procure. This publication intertwines theory and practice consequently, giving a scholarly touch mixed with practical experience. We highly recommend the book to you if you are keen on quality leadership for efficient and effective public service management.

# African Journal for Public Administration and Management (AJPAM)

By Julie Muia- Programme Assistant AAPAM



## African Journal for Public Administration and Management (AJPAM) Call for Papers



AJPAM is the official Journal of the African Association for Public Administration and Management (AAPAM). AJPAM is a peer reviewed journal which is published bi- annually in January and July each year. AJPAM focuses on a range of issues in public administration such as leadership, management, development and related matters from the continent and from other parts of the world.

AJPAM special edition Vol. XX1V No.1 (January - June 2016) was developed as a result of partnership between AAPAM and the Partnership for African Social and Governance Research (PASGR) a research based non- profit organization based in Nairobi Kenya.

AJPAM special edition offers a general overview of delivery of basic education, water supply and transport infrastructure (roads) services from country studies derived from Burkina Faso, Ethiopia, Nigeria, Senegal, Sierra Leone and Uganda. The papers in this volume explore the role of formal and informal institutions at both country and sector levels in promoting or hindering effective public service delivery.



Notably, delivery of basic services was becoming a challenge in Africa given the rapid rate of urbanization, resource constraints attributed to corruption and systemic institutional inefficiencies which hamper effective service delivery. Some of the responses to inadequate service delivery has been devolution/ decentralization. Devolution allow for administration of resources at the core and periphery on equal basis. Public private partnerships (PPP) have also been encouraged to supplement governments efforts to improve service delivery, especially in road/ transport infrastructure.

## AJPAM special edition offers a general overview of delivery of basic education, water supply and transport infrastructure (roads) services

Across the six country studies, the authors provided important findings on the relationship between accountability, transparency, politics, resource and capacity constraints, participation and coordination mechanisms and effectiveness of service delivery that will be useful to policy makers and practitioners. They have also offered useful insights into the nature of decentralization, its various dimensions and its relationship with accountability and accountability mechanisms.

# African Leaders of Tomorrow Scholarship Competition

**Created in honour of the late Nelson Mandela, ALT scholarships support young African professionals to complete a Master's degree in public administration, public policy or public finance in Canada.**

**AFRICAN LEADERS OF TOMORROW SCHOLARSHIP PROGRAM**

**50** Canadian Bureau for International Education / Bureau canadien de l'éducation internationale

**IAPC** Institut d'administration publique / The Institute of Public Administration of Canada

**IPAC** The Institute of Public Administration of Canada

**ALT Student (2015)**

**ALT Scholars 2015 - 2016**

**Target Countries:** 2 (2015), 48 (2016)

**Number of young professionals interviewed in 2015:** 888

**Number of applications received:** 88 (2015), 1,031 (2016)

**ALT Scholars pursuing their Masters in Canada:** 19 men, 12 women

**If you can answer "yes" to the following, you are eligible to apply:**

- Citizen and resident of sub-Saharan Africa
- Between 22-35 years old
- 2-5 years full-time work experience in the public sector, civil society or research institution in Africa
- Undergraduate degree with minimum average of B (75%)
- Fluent in either English or French
- Meet the academic requirements of the study program of choice

**If you are interested in learning more, please visit our website: [cbie.ca](http://cbie.ca)**  
**2017 Competition: Information will be posted on the website on September 8, 2016.**  
**Deadline to apply: October 14, 2016.**

**If you are accepted as an ALT scholar, you will:**

- Pursue studies at 1 of 28 designated universities (22 English, 6 French) with programs in public administration, public policy or public finance
- Complete an internship and mentoring program, develop a case study and participate in leadership development opportunities through webinars and networking events. Mentors from the Institute of Public Administration of Canada (IPAC) network will share their experience and expertise, support the creation of a professional development plan, identify learning opportunities and provide support to ALT scholars while in Canada.

By Julie Muia- Programme Assistant AAPAM

The African Leaders of Tomorrow (ALT) Scholarship program is a Canadian based program which awards full scholarships to women and men from sub-Saharan Africa, to pursue a Master's degree in public administration, public policy or public finances in one of the twenty eight reputable Canadian University. The scholarship programme which was launched in 2015 is funded by the Government of Canada through Global Affairs Canada, and the MasterCard Foundation. **The programme** is managed by the Canadian Bureau for International Education (CBIE) in partnership with the Institute of Public Administration of Canada (IPAC) and in collaboration with the African Association of Public Administration and Management (AAPAM) and the Canadian Association of Programs in Public Administration (CAPPA). The programme commemorates the late Nelson Mandela's commitment to social justice and equity. **The main goal of the scholarship is to** contribute to a strong and effective public sector in sub-Saharan Africa through building the capacity of young African professionals to

become leaders in public policy and administration.

**The Scholarship** programme is designed with a professional development component in mind, scholars undergo training which enables them to:

- Put together a comprehensive professional development plan;
- Develop a case study focusing on their home country;
- Be mentored by a Canadian expert;
- Participate in webinars and networking events.

In 2015, the programme targeted two countries and received a total of 88 applications, in 2016, the programme targeted 48 countries and received a total of 1,031 applications. So far 35 young professionals have been placed in Canadian Universities.

**The 2017** competition to select scholars to begin studies in Canada in September 2017, is now open. Interested and qualified applicants are encouraged to apply for the 2017 intake.

Who is eligible to apply:

- Citizen and resident of sub-Saharan Africa
- Between 22-35 years old
- 2-5 years full-time work experience in the public sector, civil society or research institution in Africa
- Undergraduate degree with minimum average of B (75%)
- Fluent in either English or French
- Meet the academic requirements of the study program of choice

**Applicants** will be required to undertake a prescreening questionnaire to evaluate eligibility. More information is available on the CBIE website <http://cbie.ca/what-we-do/current-programs/african-leaders-of-tomorrow/apply/> Application deadline for the 2017 programme is 14<sup>th</sup> October 2016. AAPAM encourages all eligible members to apply for this programme.

**Awarding scholarships to support African young professionals to complete a Master's degree in public administration or public policy in Canada**



# AFRICAN LOCAL GOVERNMENT ACADEMY(ALGA)- PROFESSIONALIZING THE LOCAL GOVERNMENT

By Jessica Omundo - Programme Officer AAPAM

The United Cities and Local Governments Africa (UCLG-A) and African Local Government Academy (ALGA) organised a two-day workshop for the scientific committee to develop the Masters in City Management outline. The workshop steered by UCLG-A Secretary General, Mr Jean Pierre Elong Mbassi and the ALGA Director, Dr. Najat Zarrouk was held in Rabat, Kingdom of Morocco from 6th -7th June 2016. It brought together anchor institutions to discuss and agree on the programme's content, structure, e-learning methodologies and accreditation. **The workshop further** deliberated on the management and roles of actors in master programme. Some of the collaborating institutions which attended the workshop include, the African Association for Public Administration and Management (AAPAM), Municipal Institute of Learning (MILE)- South Africa (Southern Africa), Ethiopian Civil Service University, Ethiopia (East Africa) Centre international de formation des acteurs locaux de Ouagadougou - CIFAL (Franco-phone Africa), The Institute of Local Government Studies –(ILGS) Ghana (West Africa). ALGA is exploring ways on collaborating with such institutions amongst others help in training and capacity building of Local Government officers.

**AAPAM was** represented in the Rabat workshop which aimed at defining the aspects of the Academy. As a continental professional body, AAPAM is keen on teaming up with UCLG-A and ALGA to develop the Local Governments of Africa. With its over 40 years of experience in capacity building, networking, publication, innovation and knowledge sharing, AAPAM is rich in

knowledge and expertise needed to support the Local Governments of as true development should focus on the grassroots.

**ALGA** was borne out of the need to professionalize the Local Governments of Africa. Local Governments are indeed at the center of public service delivery. They are the singular most important contacts between the national governments and the citizenry especially at the grass-roots. Evidence show that Local Governments have over the years been faced with a number of challenges including, insufficient transfer of appropriate competencies and resources, lack of competent staff, limited resources, poor governance, and emerging concerns like overpopulation in urban centers, pollution, and poor waste management amongst others. **Local Governments** have also been accused of corruption and inefficiency amongst other ills which have continued to taint their image continentally. To tackle such challenges, the local government stakeholders through the UCLG-A responded by mandating the creation and operationalization of the African Local Government Academy (ALGA). ALGA's main missions is to professionalize the local

governments in Africa through capacity building, sharing best practices, networking. ALGA is focused on proposing, promoting and supporting innovative responses to the challenges faced by local governments. In this regard, ALGA is keen to commence an Executive Master Program.

**The initial programme will target** Executive Managers, Financial and Technical Officers. This initiative is the first step in setting up the envisioned larger capacity building programme. The Masters program will be partly offered in face-to-face meetings (at an 'anchor institution'), and partly through online courses. It is hoped that the program will help boost the delivery capacity of local governments and to enhance ethics for a new generation of staff. The Rabat workshop therefore enabled the stakeholders to agree on a road map to commencing the programme. **AAPAM** is keen to continue collaborating with UCLG-A and other stakeholders professionalizing local government in Africa.



Participants in the second meeting of the scientific committee of the African Local Government Academy with Mr. Jean Pierre Elong Mbassi, UCLG-A Secretary General and Dr. Najat Zarrouk, ALGA Director,

# 15<sup>th</sup> Session of the Committee of Experts on Public Administration (CEPA)



## Strengthening the Confidence of Citizens in the Effectiveness, Validity and Integrity of Public Administration through Enhanced, Targeted Efforts to Use Good Governance to Prevent, Expose and Deal with Corruption.

By Julie Muia- Programme Assistant AAPAM

The 15<sup>th</sup> session of the Committee of Experts on Public Administration of the United Nations Economic and Social Council (ECOSOC) was held from 18<sup>th</sup> to 22<sup>nd</sup> April 2016 at the United Nations Headquarters, in New York, United States of America. As approved by ECOSOC, the main issue for discussion was **“Moving from commitments to results: transforming public institutions to facilitate inclusive policy formulation and integration in the implementation and monitoring of the sustainable development goals”**

The five sub-issues explored were:

- Ensuring prioritization and decision-making that is fair, responsive, inclusive, participatory and accountable at all levels;
- Improving engagement and communication between Governments and stakeholders, including through access to information, open government and electronic and mobile solutions;
- Ensuring effective and innovative implementation, monitoring and impact evaluation of the policies identified in support of the sustainable development goals;
- Strengthening the confidence of citizens in the effectiveness, validity and integrity of public administration through enhanced, targeted efforts to use good governance to prevent, expose and deal with corruption;
- Developing transformative leadership and enhancing relevant competencies of public servants

As an observer member of CEPA, AAPAM was represented by Secretary General Mr. G.K. Scott. Mr. Scott's presentation titled **Strengthening the Confidence of Citizens in the Effectiveness, Validity and Integrity of Public Administration through Enhanced, Targeted Efforts to Use Good Governance to Prevent, Expose and Deal with Corruption** focused on addressing corruption in public service. As custodians of service delivery, government institutions are responsible for ensuring services are provided

to citizen's in a timely and reliable nature, systemic corruption he noted, undermined governments ability to perform its duties optimally.

According to Transparency International (TI) report (2015), Not one single country, anywhere in the world, is corruption-free. Sub-Saharan Africa ranks lowest in the fight against corruption, with Somalia ranked most corrupt and Botswana least corrupt. Senegal, is seen to have made significant improvement since the government introduced a series of anti-corruption measures embedded in the transparency code of 2012.

To remedy the pervading situation, the presentation offered the following approaches to curb institutional corruption:

- Regulatory Framework and Law enforcement
- Ensuring accountability of public administrators
- Setting up public anti-corruption institutions
- Developing human resources capacity to prevent corruption
- Engaging citizens to prevent corruption
- Developing capacity in citizen engagement through civil society groups
- Legislation regarding free access to information

Corruption bedevils all levels of government and cascades to government associations with other non-state actors such as the private sector.



AAPAM Secretary General Mr. G.K. Scott at the CEPA meeting in New York, USA

From the recommendations given, it is clear that anti-corruption strategies and policies begin at the individual level. Institutions such as family, schools religious centres form the basis of inculcating code of conduct that promote honesty and ethical behavior. Similarly, it is necessary to have government and institutional oversight, which regulate government/ institutions activities.

**Civil Society** Organization's participation is important for regulating government excesses through advocacy. CSOs provide the platform through which features of good governance such as transparency and accountability and other public concerns are addressed, similarly they provide robust knowledge through research done on both at the local and international level. The effectiveness of CSOs however, is yet to be established as organizations seemingly, suffer lack of legitimacy and at times, objectivity in its relationship with governments. Government institutions on the other hand, have inbuilt regulatory systems. Since corruption is most prevalent in weak institutions, government have established anticorruption agencies. Countries such as Kenya, Mauritania and Ghana have Ethics and Anti-Corruption Commission, the Mauritanian Independent Commission against Corruption and Economic and Organized Crime Office respectively to address corruption cases. These institutions enjoy legitimacy, which is often lacking in the other actors, as well as the autonomy. Regular capacity building strategies are crucial to ensure the institution's effectiveness.

**Citizen's response** to corruption recently, is far from apathetic. Notably, TI report in 2015, indicates a significant shift in citizen's response towards corruption. People across the globe sent strong signals to leaders that it was time to tackle grand corruption, this was done through peaceful demonstrations as well as petitions. Following the TI, report there seems to be a cause-effect relationship between corruption and citizen participation. Incidences of corruption have led citizens to voice frustrations by participating politically in either elections, peaceful demonstrations and caucuses.

**Evidently**, access to information has played an active role in increasing citizen's participation especially on corrupt. At the touch of a button and using the recording features, information is disseminated almost instantly. Incidentally, Social media has taken a judge jury executioner approach, in addressing corruption. Courts of public opinion have seemingly taken precedence over actual courts of justice, despite the compelling shortcomings of the social media approach, public debates

have been sparked raising the level of citizen awareness and consequently evoking action both from citizen's and office holders. While the potential of open data and social media is endless, policy makers are still responsible to ensure the right to information is not abused for self-serving purposes. In the US for instance, "two-party consent" laws, which requires the consent of every party to a phone call or conversation in order to make recordings lawful and admissible, have been adopted in eleven states.

**Corruption** indeed threatens sustainable development and economic growth, if corruption and impunity are to "be a thing of the past" as boldly stated by the African Union in Agenda 2063, "The Africa We Want", governments need to take bold steps to ensure rule of law, in its entirety, is observed. Similarly, all pillars in the SDGs 2030 are tied to good governance practices, devoid of corruption. Strong institutions capable of prosecuting corruption will restore faith among people who no longer believe in the institutions that are supposed to protect them. AAPAM programmes have and continue to pay detail attention to issues ethics and accountability in an effort to enhance effective public administration and service delivery in the continent.



**According to Transparency International (TI) report (2015), Not one single country, anywhere in the world, is corruption-free**



Mr. G.K. Scott with Dr. Najat Zarrouk at the CEPA meeting

## Women in African Public Administration Network (WAPAN)



**AAPAM Women in African Public Administration Network**

By Julie Muia- Programme Assistant AAPAM

According to the United Nations Statistics Division on *World's Women 2015*, report, women in Sub-Saharan Africa constitute more than 50% of the population. Women are however underrepresented in key areas such as Leadership (Political participation, Power and decision making), Education (Access to quality education), Work (Access to competitive positions), Economic ability, Governance and National planning. Gender inequality has evolved over the years; suffrage was one such inequality. Modern day gender inequality is presented in terms such as glass ceiling. The state is however changing with introduction of policies such as affirmative action, gender mainstreaming and equal opportunities for all.

Taking cognizance of the existing gaps in gender equality, AAPAM has made efforts to establish a network that would further encourage women participation in the public sector. During the 37<sup>th</sup> Roundtable Conference held in Lusaka Zambia, the idea of the **Women in African Public Administration Network (WAPAN)** was successfully addressed. Fulfilling international and continental commitment to ensure gender equality, freedom and the advancement of women, AAPAM joins like-minded institutions by forming the WAPAN to transform public service by encouraging effective participation of women in political and public life.

WAPAN aims to promote diversity and gender approach in the African

public administration by instituting capacity building programmes and networking forums. The Women in Public Service Network aims to:

- Develop practical recommendations on women empowerment in public service and administration in African Union member states
- Join efforts of continental organizations such as the UN Women and the AU in drafting papers and policy documents on Public Service Reform and Women Empowerment in Service Delivery
- Increase women participation in political decision-making
- Develop partnerships with like-minded organizations
- Promoting Women's leadership in APS
- Training and Capacity Building for women in Leadership position
- Promoting Networking among women in APS as a Force of Change to meet the SDG's

To further augment the vision of WAPAN, AAPAM met with resident representative of the United Nation at the sidelines of the 15<sup>th</sup> session of the Committee of Experts on Public Administration of the United Nations Economic and Social Council (ECOSOC) held in New York, to discuss collaboration on WAPAN programmes. WAPAN programmes are scheduled to begin from 2017.

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**Gender inequality has evolved over the years; suffrage was one such inequality. Modern day gender inequality is presented in terms such as glass ceiling.**

# Enhancing Public Financial Governance and Management in Africa, Gaborone, Botswana

By Linda Juma- Office Assistant AAPAM



Quality leadership is the hallmark of success organizations. The quality of the leadership which is in place through the ranks of an organization will in large part determine the success of that organization in the long-term. It is essential therefore, that anyone who is entrusted with a position and responsibility for leading people fully understands and appreciates what this leadership role requires of them in practice.

In this regard, the African Association for Public Administration and Management (AAPAM) and the Centre of Specialization in Public Administration and Management (CESPAM) – University of Botswana partnered in 2016 to deliver an executive course. The two institutions held their third training on **Enhancing Governance and Financial Administration in Africa** in Gaborone, Botswana from the 26<sup>th</sup> - 28<sup>th</sup> July 2016. The course targeted executives and senior

managers both from the public and private sectors.

The Executive Course was officially opened by Mrs. K. Nyathi, Executive Director, Botswana Public Service College. Mrs. Nyathi noted that the public service throughout the world is going through various transformations including multiple reforms aimed at enhancing service delivery to its stakeholders. Issues of public financial governance and management are receiving increasing attention particularly after the global financial crisis and the recession that affected macro-economic development and management of resources the world over. Governments around the world are faced with many challenges including financial and budgetary constraints in the effective and efficient management of scarce resources. Leadership competencies is another important factor that needed to

be addressed and enhanced in order to drive visions and strategies of governments and public institutions. It is critical that leaders should be able to manage and lead their organizations effectively and efficiently in a rapidly changing public sector environment. They needed to possess the skill sets and competencies which will enable them to understand, address and resolve the increasingly complex challenges and issues they face.

In his remarks, Mr. G. K. Scott expounded on the strategic measures put in place by AAPAM to respond to the changing environment. He noted that AAPAM is focusing on the attainment of the continental and global goals whilst being realistic to the local contexts. He further applauded the Centre of Specialization in Public Administration and Management - University of Botswana, (CESPAM) for partnering with

AAPAM for the last two years to successfully deliver this course. He thanked the university management for availing resources and facilities to host this programme.

Dr. Dorothy Mpabanga, CESPAM Director welcomed the delegates to the course. She gave an highlight on the operations of CESPAM. She emphasized that financial management is at the core of development and a responsibility of every manager be they financial line managers or not.

Twenty-Nine (29) delegates from Four (4) African countries including: Botswana, Ghana, Kenya and South Africa attended the executive course.

Among the participants were County Assembly speakers and members of Country governments from Kenya. Machakos and Muranga counties, Kenya were applauded for sending the highest number of delegates.

The course discussed key performance indicators including:

- Understanding the African public financial governance and management framework
- Fundamentals of finance and accounting for non-financial managers
- Governance, ethics and accountability in public

financial governance and management

- Leadership Issues in Financial Accountability, among others.

The delegates benefited from the greatly interactive sessions conducted by local and international facilitators. They were equipped to be ambassadors of proper financial management. The successful three-day course ended with a dinner held on the 28<sup>th</sup> July 2016. The course was officially closed by Dr. Dorothy Mpabanga, CESPAM Director and Mr. G. K. Scott, AAPAM Secretary General.

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



Delegates at the CESPAM Executive Course in Gaborone, Botswana



# Transport Service delivery:

## Road safety

By Julie Muia- Programme Assistant AAPAM

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The leading cause of road accidents among this productive segment of the population was noted to be speeding and drunk-driving.

Road networks worldwide facilitate the movement of goods and people, road networks increase access to businesses and connects consumers to markets and services. As a sector, it promotes economic diversification by providing employment and investment opportunities and also supports regional integration ideas by supporting growth of the wider economy. Given its centrality in day-to-day activities, it is paramount to ensure road safety.

*The Global status report on road safety 2015* by the World Health Organization (WHO) recorded 1.25 million road fatalities in a total of 180 sampled countries. The report further noted the highest road traffic fatality rates in low-income countries mainly in sub-Saharan Africa. This report highlights the challenges faced in the transport industry in ensuring road safety, a call to action by citizens has prompted the attention of authorities charged with road safety.

Strategies undertaken by African countries to remedy the pervading situation have been diverse, in Ghana for instance, the Driver and Vehicle Licensing Authority (DVLA), is mandated to promote road safety; to ensure this DVLA introduced the Computer-Based Theory Test (CBT) in 2012. The test sought to nip the

road menace in the bud, at the licensing level. Seemingly, the rationale employed by this authority was to ensure that only qualified drivers were granted driving licenses. Since about 90% of road accidents recorded were caused by human factors, CBT seeks to test the efficiency and competence of potential license holders. Similar approaches taken by DVLA to ensure road safety includes in-house training and capacity building to ensure officers in the authority conduct themselves with integrity. The now autonomous authority seeks to rebrand itself to win public approval for service delivery. The DVLA innovative CBT recently won the AAPAM IMA Bronze award 2016.

Similarly, in Kenya, the road safety regulatory authority, National Transport and Safety Authority (NTSA), recorded a 45% rise in road related fatalities between January and March 2016 as compared to the same period in 2015, the records also revealed that the highest road related fatalities involved people in the 15 – 44 age bracket. The leading cause of road accidents among this productive segment of the population was noted to be speeding and drunk-driving. The report further suggests that since the most productive people were the most affected, and as a result impacted the coun-

try's health and development, road campaigns would focus primarily on this age bracket.

Evidence from Kenya and Ghana indicate that Agenda 2030 and the SDGs mission for promoting sustainable development is likely to be hampered given the human capital loss resulting from road carnage. While there has been progress towards improving road safety legislation and in making vehicles safer, the report shows that the pace of change is too slow. The report calls for urgent action to be undertaken to achieve the target for road safety reflected in the 2030 Agenda for Sustainable Development: **“halving the global number of deaths and injuries from road traffic by 2020”**.

The NTSA and DVLA are some of the authorities created to address the emerging road safety issue as a sustainable development strategy. Gaps identified worldwide in traffic legislation were mainly noted at the policy making and implementation level, levels which primarily public servants are expected to execute as part of service delivery. A call to action mainly involves reforms in public transport to curb road incidences.

Evidently, road safety is addressed post hoc, after a major road incident, there is an influx of public messages on road safety which all evanesce with the occurrence of other news. As a way to establish a service delivery chain between the policy markets and the citizens, as a way to improve service delivery public servants should further explore:

- Building and maintaining road services and infrastructure to guarantee roads are transport worthy
- Vehicle inspection policies to ensure road worthiness
- Oversight and regulation to safeguard observance or rules
- Embracing Innovation driven by technology to address road

safety needs

- Road safety campaigns to focus on at risk groups
- Licensing and competency testing to ensure proficient drivers are license holders
- Advocacy, public announcement and civic education to raise awareness of road safety issues

Since road safety issues affect citizens indiscriminately, citizens also have a role to play to ensure road safety. Responses from road users indicate the following best practices to ensure road safety:

- Avoid the use of cell phones on the road- gadgets such as the Bluetooth and hands free are recommended
- Use of seat belts
- Observing traffic rules

In a report by the *European Commission 2007* which sampled members from the EU including Norway and Switzerland. Sweden's road safety vision **Vision Zero** is recorded as one of the best practices in road safety. The vision is a bold new road safety policy based on four principles:

- Ethics: human life and health are paramount; they take priority over mobility and other objectives of the road transport system;
- Responsibility chain: The providers, professional organizations and professional users are responsible for the safety of the system. The users have the responsibility to follow rules and regulations. If the road users fail to follow rules and regulations, the responsibility falls back on the providers of the system;
- Safety philosophy: humans make errors; road transport systems should minimize the opportunity for error and the harm done when errors occur;

- Driving mechanisms for change: providers and enforcers of the road transport system must do their utmost to guarantee the safety of all citizens and each of the participants should be ready to change to achieve safety.

According to the principles of Vision Zero, all stakeholders in the field of road transport have responsibilities for ensuring and improving road safety. The rationale employed in this approach proved effective in addressing road safety by ensuring institutions and infrastructure minimize the human error in roads. Other best practices recorded that can be potentially replicated in Africa include:

- Road safety audit
- Mandatory motorcycle helmet use
- Daytime running lights
- Intelligent speed Assistant (ISA)
- Alcohol Ignition Interlock
- Event data recorders (Black boxes)
- Safety camera programme
- Mandatory Driver Improvement

Emerging issues in the transport service include the outburst or alternative use of transport including:

- Motor bikes
- Bicycles
- Mini bus
- Taxi (Uber Cabs)

The emergence of these players further complicates the road safety and regulation of these new actors. How then do public servants envision addressing road safety?

Share your thoughts and comments to [julie@aapam.org](mailto:julie@aapam.org)

# Human Resource Strategies for Sustainable Development Seminar

Delegates receiving their certificate of participation at the Human Resource Strategies Seminar in Pretoria, South Africa

By Julie Muia- Programme Assistant AAPAM

AAPAM in collaboration with the Department of Public Service and Administration South Africa (DPSA), and the School of Public Management and Administration (SPMA)- University of Pretoria held a three-day seminar under the theme, “Human Resource Strategies for Sustainable Development” in Pretoria South Africa from 31<sup>st</sup> August to 2<sup>nd</sup> September 2016.

Since strategic HRM entails aligning people with the strategic goals of public sector organizations, knowledge in strategic human development practices would enable institutions to meet their strategic national and continental objectives, while increasing efficiency, responsiveness and quality of service delivery. This was the rationale of the seminar theme. The seminar enlisted the participation of 66 delegates from 8 countries including; Egypt, Gambia, Kenya, Lesotho, Mauritius, Togo, South Africa and Uganda.

Seminar participants critically examined the role of human capacity development in the achievement of development goals set at both country level and international level. The assortment of presenters delivered both practical case studies and theoretical models which lay support to the integral nature of human capacity building.

Education was identified as one of the key elements of human capacity development. In a presentation by School of Public Management and Administration (SPMA), correlation was drawn between primary education and the attainment of formal employment in four provinces in South Africa. The data collected inferred that lack of basic primary education and unemployment were directly related in a cause effect relationship. The causality relationship in education and unemployment presented a typical case in many developing African states. The

attainment of basic education, however was not a guarantee of meaningful employment. Factors such as quality of education, assessment tools, personal attributes, environmental and socio-cultural factors also played a role in determining one’s ability of acquiring employment.

Monitoring and evaluation was also identified as an area in attaining sustainable development goals. Public service reforms in Africa mainly focused on M&E as a tool to increase efficiency and professionalism. This assessment tool is heavily predicated on data collection and reporting which requires ethical practices. Ethical issues identified in M&E include; gaming the system by setting unrealistic or simplistic indicators, biased data collection to support test aspect, recycling data, doctoring data, withholding data until usefulness duration elapses. Since the ultimate goal for M&E is to enhance account-



I have struggled to extract the essence of these definitions, years later, it finally dawned on me public administration was not a single concept but different facets defined it. In theoretical terms, I would say it was an antithesis to gestalt, that the parts were actually greater than the whole. These components which make up the whole include, health care, education, transport, environment, justice. Therefore, public administration becomes service delivery in all sectors that governments are mandated to provide.

AAPAM secretariat organizes conferences and other training programmes conducted in different countries. The biggest conference is the annual Roundtable conference, a 5-day event which targets an estimate 500 public servants from across Africa, the conference also serves as general assembly, council, executive committee meeting and IMA interviews and selection. Planning for the Roundtable conference begins roughly a year before the actual date of the conference with country selection, call for papers, drafting aide memoire and so on... other programmes take much shorter timelines to plan and execute, mostly because of the nature of the training and the target audience.

Besides the theoretical presentations made at the programmes, I have come to appreciate the experimental aspect of the training programmes. Public servants are encouraged to embark on benchmarking exploits to developed countries such as USA, China, Japan, Malaysia and if you live in my country Kenya, Machakos county provides vibrant benchmarking opportunities. Other than the trips costing tax payers, I have always wondered how come despite all the benchmarking expeditions ventured into, very little development can be attested to? is it that those countries where we benchmark lack replicability or is it that we lack the political will power, administrative abilities,

innovation skills to domesticate foreign concept or just lack of interest in spearheading development efforts. Whichever the reason is for the translation lag I still believe in the intense potential of experiential learning.

Before being exposed to different African countries by AAPAM and the AU, I always imagined the state of things in my country Kenya to be the norm. Kenyans will agree with me that we have one peculiar country, I specifically want to point out to housing and transport. If you have never visited Kenya you probably have heard the stereotypes; all Kenyans run- well, really not all of us do; we house one of the biggest slums in Africa- this is debatable, we however have a mushrooming informal settlement situation; and traffic rules are relative and subject to interpretation- let us just say that the transport sector leaves a lot to be desired. Until I left Kenya did I see a different way of life, different implementation of laws and how this causes a systemic change.

The Kigali, Rwanda Regional conference on ***"Africa in Post-Crisis Global Economy: The Role of Public Administration in Africa's Transformation"*** presented an interesting comparison. Since the report is available, I will not delve into the details but just mention that the programme was well delivered. The experiential lesson from Kigali was as the conference theme suggested, transformation. The events of 1992 in Rwanda are known worldwide, the amazing recovery story cannot be captured in books, one must simply visit this country to understand the resilience of the once fragile state. Economists such Robert Solow suggest that Least Developed Countries (LDCs) are more likely to recover economically faster after conflict than Developed Countries (DC), mostly given the low physical and human capital assets at their disposal, mostly a 'phoenix' effect allows conflicting

LDC states to stabilize faster. This is arguably sound deduction however, the resilience factor and leadership aspect is unaccounted for, especially in the Rwanda case.

The leadership in Rwanda is mostly credited for the economic and social progress experienced, after visiting Kigali I can attest the leadership has cascaded to all levels of public life, this has resulted in infrastructure development, minimal incidences of corruption, observance of laws and economic development. Kigali remains the cleanest and most orderly city I have seen so far.

Botswana is one of the stable and developed countries in Africa. The President of Botswana H.E Ian Khama won elections in 1998 following in his father's footprints. The president has steered Botswana with stealth and tenacity that has seen it escape the resource curse and empower the state to be sustainable without needing aid to supplement government budgets. The theme ***"Governance and Financial Administration"*** could not have been delivered in a better country.

The Kingdom of Morocco hosted the 36<sup>th</sup> Roundtable conference, this was the first North African feature in an AAPAM programme, it presented one of the most fascinating cultural experiences to date. Morocco is one of the last Kingdoms in Africa ruled by a Monarchy. Despite the controversy surrounding Morocco and the rest of Africa, the leadership is quite astute and service delivery is remarkable. Citizens enjoy free education until university level, health care is free and easily accessible to all citizens. In terms of economic growth, Morocco records one of the highest FDI according to UNCTAD 2015/2016. Morocco is also one of the African countries with the presence of multinational corporations Mac Donalds and IKEA.

Having experienced this different

way of living, you can hardly accept the status quo knowing what possibilities are out there. Public servants have unique opportunities to see and experience development, it should

bother us to accept mediocrity. It is the hope of AAPAM leadership that all the experiences do not only form part of interesting travel tales but inform policy choices and bother all us

to imagine a future with possibilities and being attainable.

**You know you have fully experienced and AAPAM programme if you score 8 out of 8**

	Yes	No
1. Met a lot of people outside the conference at a restaurant, health store, bus		
2. Took a lot of selfies at the historic sites		
3. Got lost or lost something		
4. Found it impossible to communicate with the locals		
5. Picked up word or two in a different language		
6. Felt terribly patriotic/ talked about your country a lot		
7. Spent most of your money at the host country		
8. Keep in touch with at least one acquaintance met at the conference		



By Julie Muia- Programme Assistant AAPAM

## Democrats and Republicans 2016: Foreign policy to Africa

Many elections in the world go on without international repute, most African elections are noticed post-hoc with the emergence of violence, election irregularities and institutional inabilities to withhold the sanctity of free and fair elections. For many who are faced with such election challenges, elections in more developed democratic countries provides interesting and valuable lessons.

Regardless of administration or political party, liberal hegemony has reigned supreme in the thinking of the most American senior foreign policymakers. America uses its significant power and influence to shape global politics and promote American values abroad. A value which has made the US occupy a distinct hegemonic position. Heavy is indeed the head the wears the crown, the US has had to increase its budget for military spending/defence and external peace keeping missions to pacify

conflict in different parts of the world, consequently safeguarding American interests especially with regard to natural resources and democratic governance. In November 2016, the prolific African American president Barack Obama steps down as head of state in accordance with Article III of the American Constitution. Despite the elections being held in 2016, the World has been treated to a spectacle that is the run-up elections since early 2015 with the primaries (state government ran) and caucuses (state parties ran) where candidates were formally nominated. This process led to the selection of 17 candidates for the Republican ticket and 6 candidates for the Democratic ticket, these candidates would be weeded out over time to produce one candidate for each party. Albeit skeptic of the final nominees for the US president ticket, based on the strength

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US administration has generally embraced a favorable foreign policy with Africa, President Obama's administration for instance, has had a strong interest in Africa and has prioritized Africa among the top foreign policy concerns, President Obama in his term has visited Ghana, Senegal, South Africa, Tanzania, Kenya and Ethiopia

of their arguments, their campaign strategy and general charisma; the events of July 2016 therefore came as no surprise with the nomination and endorsement of Hillary Clinton on the Democratic ticket and Donald Trump on the Republican ticket.

After accepting her nomination, Hillary Clinton made history as she became the first woman to accept a major party presidential nomination in US history. The presidential hopeful has a proven track record of public service spanning over 40 years; her most notable contributions are in education and women rights- at the UN 4th congress on women in Beijing 1995 with the infamous "Human rights are women's rights, and women's rights are human rights," speech. She has also held public offices, most currently under President Obama as State Secretary. Hillary despite having a former head of state as a husband, broke out of his shadow mostly by the tenacity of her actions. The campaign strategy employed by the Democratic party this time was not far removed from that of 2008 which was predicated on the message of the American resilience.

The Republican nominee Donald Trump is a business mogul, hailed to have built a multi-billion-dollar empire,

which spans from real estate, hotel, fashion, entertainment and now politics. The Wharton educated economist's campaign is predicated on the inefficiency of the successive regime, he promises to 'make America great again' by reducing taxes, sharing with other countries the burden of global peace keeping, making the environment conducive for growth of local industries to conduct business thus avoiding outsourcing of jobs to countries with friendlier industrial policies which make cost of production and labor cheaper. He also plans to build a historic bridge demarcating the US/Mexico border.

The backgrounds of the two candidates make for interesting comparisons, the Yale educated lawyer and economist were bound to view politics with different lenses as portrayed in the first presidential debate held in September 2016. The debate highlighted key issues such as; security domestic and international, taxes, environment, police brutality, racism. According to Donald Trump, the greatness of the American state was at stake, being sacrificed at the altar of illegal immigrants, expensive global policing and heavy taxes, while Hillary addresses internal challenges as prevalent challenges experienced by developed states, she reassured the world of the US's

commitment to both bilateral and continental agreements. The US has used both the stick and carrot approach when it comes to US/Africa relation and foreign policy, thereby making the 2016 election a keen interest to the African continent. The African continent through the Agenda 2063 is notable seeking home grown solutions to challenges, effectively moving away from development aid dependence to pursue equal partnerships in trade agreements and development. US administration has generally embraced a favorable foreign policy with Africa, President Obama's administration for instance, has had a strong interest in Africa and has prioritized Africa among the top foreign policy concerns, President Obama in his term has visited Ghana, Senegal, South Africa, Tanzania, Kenya and Ethiopia, and initiated policy initiatives such as the Young African Leaders Initiative Network, and further strengthened the African Growth Opportunity Act (AGOA 2015- 2015) to promote trade relations between the US and sub-Saharan Africa. Given the policies espoused by the 2 presidential candidates, Africa looks forward to the outcome of the November 2016 elections.

