



# AAPAM

THE AFRICAN ASSOCIATION FOR PUBLIC ADMINISTRATION AND MANAGEMENT

# Newsletter



*Delegates at the Public Service Productivity Training from 5<sup>th</sup> to 9<sup>th</sup> June 2017 at the Simba Lodge, Naivasha in Nakuru County*

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## AAPAM EXECUTIVE COMMITTEE 2015 - 2017

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Head of Civil Service  
Cabinet Office  
Republic of Zambia

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

### SECRETARY GENERAL

**Dr. 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

# From the President



**Dear Esteemed Readers,** greetings from the AAPAM Executive Committee, Council and Secretariat. I am delighted to present to you our 81<sup>st</sup> newsletter edition. As has been our tradition, this newsletter uncovers programmes and activities in public administration within Africa and all around the world.

Delegates who attended the 37<sup>th</sup> Round-table conference in Lusaka, Zambia will remember that the theme focused on 'Transforming Public Administration and Management (PAM) in order to contribute towards the Agenda 2063 within the context of the Sustainable Development Goals'. The theme has continued to guide our programmes in 2017 as we unravel emerging concerns in the public sector. Consequently, this newsletter highlights some of the programmes which the Association has conducted aimed at transforming public administration in Africa.

Public service productivity is one of the developing areas explored by the Association in 2017. Besides the numerous reforms, public sector institutions are currently shifting focus to enhancing productivity which equally is an avenue for evaluating quantitative and qualitative performance. Accordingly, AAPAM in collaboration with the Ministry of Public Service, Youth and Gender Affairs-Kenya and the Kenya School of Government (KSG) conducted a training on Public Service Productivity from 5<sup>th</sup> to 9<sup>th</sup> June 2017 at Simba Lodge, Naivasha, Kenya. The training aimed at equipping public officers with tools and skills for enhancing productivity in their workplaces.

In the same month of June, the Association conducted a human resource seminar on 'Transforming Human Resource Management and Development for the achievement of the African Union Agenda 2063 and Sustainable Development Goals'. The seminar was delivered in partnership with the Department of Public Service Administration (DPSA), South Africa and School of Public Management and Administration (SPMA)-University of Pretoria. In fostering our relationship with SPMA, AAPAM plans to participate in its 10<sup>th</sup> Annual International Conference on Public Administration and Management slated for 26<sup>th</sup>-27<sup>th</sup> October 2017 in South Africa.

Similarly, we have continued to fortify our relationship with the United Cities and Local Governments of Africa (UCLG-Africa) and its African Local Government Academy (ALGA) through

the signing of an MOU in Rabat, Morocco on 20<sup>th</sup> December 2016. Through this agreement, the partner organizations agree to collaborate in a number of programmes including capacity building for local government officers. AAPAM will continue to foster development through national, regional and continental partnerships which are cardinal in pursuit for excellence in service delivery.

Additionally, we are pleased to inform you of the commencement of AAPAM's collaboration with the Young African Leaders Initiative (YALI) in East Africa. As some of you are aware, YALI is one of the key flagship programmes initiated by former United States President Barack Obama to empower the next generation of African leaders. It is a capacity building initiative focusing on public management, entrepreneurship and civic leadership facets. In line with the AAPAM Young Professional Network (YPN) objectives, the Association partnered with the YALI East Africa Regional Center to design a challenge for students in public management track cohort 16. From the design challenge solutions, the Association was privileged to have possible solutions to strengthen its revenue sustainability.

Moreover, on 21<sup>st</sup> June 2017, AAPAM joined the African Union (AU), African States and stakeholders to celebrate the 6<sup>th</sup> Continental African Public Service Day (APSD) in Kigali, Rwanda. Likewise, the Association was privileged to attend the celebrations of United Nations African Public Service Day in the Hague, Netherlands. We resonate our commitment to developing the public service through innovation and recognition of the exemplary work done public servants all over Africa.

Recently, we operationalized the AAPAM E-library. The E-library acts as a repository for all AAPAM publications, including journals, books, newsletters, policy documents, monographs and testimonial lectures. This initiative embodies our efforts to enhance accessibility of our resource materials. The E-platform similarly enhances the distribution of our publications across the world. In future, we will also feature selected publications from partner institutions and give our members access to publications from other E-libraries. Feel free to visit the AAPAM website and utilize this new service.

Furthermore, this edition highlights on the South Sudan Association for Public Administration and Management (SSAPAM) Chapter elections as well as the upcoming executive course on 'Transforming Human Capital Competency to effectively manage Resources for Inclusive Development' in Maseru, Lesotho.

Finally, I would like to invite all our members, partners and friends to join us at the AAPAM 38<sup>th</sup> Roundtable conference from 6<sup>th</sup> to 10<sup>th</sup> November 2017 in El Jadida, Morocco. This year, the Roundtable conference will center on 'A Transformed Leadership Managing National Resources to Achieve the objectives of Africa Agenda 2063 and SDGs' for more details, please visit AAPAM website. Looking forward to seeing you in El Jadidah! Thank you.

**Dr. Roland Msiska**  
AAPAM President

# Productivity in the Public Sector: The way to go

By Clifford Ogutu- Research and Consultancy Assistant AAPAM

The African Association for Public Administration and Management (AAPAM) in collaboration with the Ministry of Public Service, Youth and Gender Affairs and the Kenya School of Government (KSG) conducted a Public Service Productivity training from 5<sup>th</sup> to 9<sup>th</sup> June 2017 at the Simba Lodge, Naivasha in Nakuru County. The training brought together a total of forty-five middle to senior public officers drawn from various ministries parastatals and departments in Kenya.

The five-day training was officially opened by Mr. Simon Angote, Director Human Resource Development, Directorate of Public Service Management on behalf of Mrs. Lilian Mbogo-Omollo, Principal Secretary State Department of Public Service and Youth, Ministry of Public Service, Youth and Gender Affairs, Kenya. In her opening remarks, the Principal Secretary noted that there was urgent need to re-engineer public organizations to enhance productivity. She observed that productivity could be improved by strengthening the organizational capacity and capability of the public institutions. Dr. Scott George, AAPAM secretary General and Mr. Patrick Gachagua (on behalf of the Director General Kenya School of Government) also made remarks in the official opening of the training.

The training aimed at empowering public officers with competencies vital for improvement productivity in public service. It was designed to train the participants on how to utilize productivity improvement tools in their works places. While it was observed that the public service in Kenya and generally in Africa had embraced reforms aimed at enhancing service delivery, there was need to optimize the efficiency, timeliness and quality of service delivery in the continent. The training was therefore founded on the need to enhance accountability on the utilization of the public resources. Consequently, the trainees covered productivity improvement in the public service; measuring productivity; the concept of productivity in the public sector; employee engagement in productivity; productive workplace culture; and customer care.

Speaker after speaker emphasized that results were cardinal in service delivery. Most importantly, the processes in production had a bearing in the outcome. The training concurred that strengthening performance management through initiatives such as harmonizing existing performance monitoring appraisal, reporting system and performance based incentive systems would improve productivity in the public sector.

Governments should also embrace reforms in all its tiers covering its three arms. Besides, investing in capacity building, Information and Communication Technology (ICT) and upgrading the government systems and institutional structures will certainly give dividends to the populace. Use of productivity measurement tools was encouraged as it helped in enhancing accountability. Participants took part in group discussions and benefited from the interactive and self-application sessions which were part of the program.

The training was officially closed by remarks from the three partnering institutions. Participants were urged to put into practice all that they had learned. AAPAM plans to organize similar training forums in collaboration with like-minded institutions like the Kenya School of Government and Ministry of Public Service, Youth and Gender Affairs.



*Representatives from Teachers Service Commission (TSC) Kenya in discussion*

## AAPAM Signs a Memorandum of Understanding with UCLG-A and ALGA in Rabat Morocco

The United Cities and Local Authorities Government of Africa (UCLG-Africa) held a ceremony for the official signing of Memoranda of Understanding and Partnership agreements with the African Association for Public Administration and Management (AAPAM) on 20<sup>th</sup> December 2016. This ceremony coincided with UCLG-A conference which was held under the theme-Quality and Excellence in the Training Targeting Local Governments. AAPAM was represented by the Secretary General, Dr. G.K. Scott at the ceremony.

The United Cities and Local Governments of Africa (UCLG-Africa) is the representative umbrella Pan-African Organization for Local Authorities from the five (5) African Regions (Central, East, North, Southern, and West), since May 2005. UCLG-A is the representative of Africa in the global Organization of Cities and Local Governments (UCLG) as its Regional Section on Africa. The Headquarters of the Organization is in Rabat, Kingdom of Morocco. UCLG-Africa is recognized as an International Organization with pan-African local authority's diplomatic status.

The signing of the MoU was witnessed by several ALGA partnering institutions which included the International Commission on Accreditation of Public Administration



*Secretary General-AAPAM and Secretary General UCLG-A during the MoU signing*

Education and Training (ICAPA), the African Center for Administrative Training and Research for Development (CAFRAD) the Arab Organization for Administrative Development (ARADO) among others.

The partnership between AAPAM and UCLG-Africa comes at a very significant time when the public sector and local governments across the continent are experiencing massive changes. Through this agreement, AAPAM and UCLG-A will promote joint activities like training Programmes, sharing lessons learnt and building communities of practice, exchanging knowledge experience, tools and documentation in the field of Public administration, governance, performance, training and capacity building at local level.



*Secretary General-AAPAM and Secretary General UCLG-A with other partners*

### African Local Government Academy(ALGA)

As part of the UCLG-objectives to enhance Local Governments performance as well as their associations's, members requested the General Secretariat, during the AFRICITES Summit held in Marrakesh in 2009, to create an African Local Government Academy(ALGA) to contribute to strengthening the managerial capacities and skills of elected officials and improving the professionalism of senior staff of African Local Governments. The Academy conducts four (4) main missions namely:

- a) An accreditation mission of training institutions dedicated to Local Governments and approval of the curricula and courses they offer;
- b) A monitoring mission on Human Resources of Local Governments and their management through the establishment of an Observatory of Human Resource Management and Jobs at Local level;
- c) A training mission of elected officials and executives of Local Governments, to improve their managerial capacity and their professional practices, through several programs and colleges, including the establishment of a platform of e-learning;
- d) Encouraging and Promoting Network among Local Governments Officers and Managers.

UCLG-A has partnered with a number of institutions including AAPAM to achieve the above objectives of ALGA.

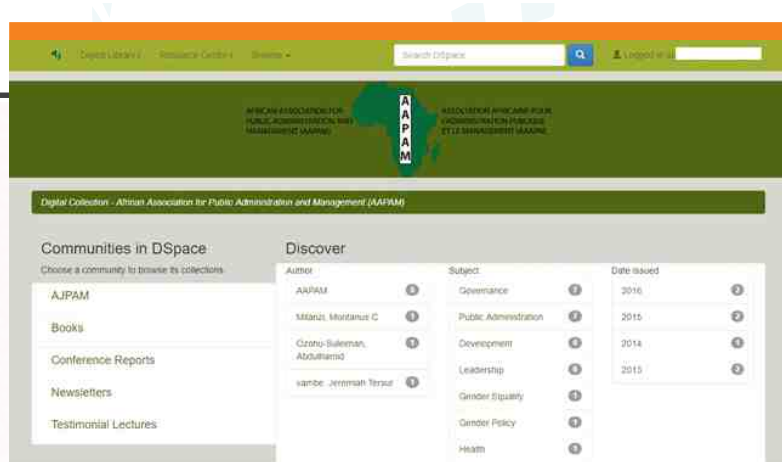
# AAPAM Digital Library

By Julie M. Mutunga- Programme Assistant AAPAM

AAPAM is pleased to announce that the digital library is now functional. The library is the repository for all AAPAM publications; journals, books, newsletters, policy documents, monographs and testimonial lectures.

Over the years, AAPAM has accumulated volumes of print back publications dating as far back as 1970s, that present a wealth of knowledge on public Administration and Management, these publications were however only available at the resource centre based in Kenya. AAPAM strategic plan 2016 - 2020 sought to address gaps in knowledge sharing by utilizing modern technology, the digital library activation is in line with that theme. The digital library will ensure publications are available to wider audiences through smart phones, tablets, and laptops.

The E-Library is efficiently organized to direct users to specific publications by simply searching the name of the publication or year of publication. For ease of reference, publications are also categorized by subject making it easier



*AAPAM Digital Library at [aapam.org](http://aapam.org)*

to cite publications. The library will feature selected publications from partner institutions and give members access publications from other E-libraries. This exciting establishment embodies our effort to foster knowledge sharing for professionalizing the public sector, as well as assuring longevity integrity of publications.

The platform will also enhance distribution of learning materials in a timely and efficient way to all paid members. Members will have the option of downloading publications or buying hardcopies/ paperback.

## Past Publications Uploaded

One of AAPAM's earlier publications is Prof. Adebayo Adedeji's *Africa in Transition: The Challenge of Pluralism, Democracy, Governance and Development*. Prof. Adebayo is one of AAPAM founding leaders and a seasoned public servant. He has an impressive resume that spans from Executive Secretary of the United Nations Economic Commission for Africa (ECA) from 1975 to 1978, UN Under-Secretary-General from 1978 until 1991 to AAPAM President from 1972-1975. During the 15th Roundtable conference held in Banjul, Gambia in 1994, he delivered an inaugural address in honor of David Anderson, the Ford Foundation Resident Representative in Kenya, and founder of the David Anderson Africa Trust, whom he credited for championing the cause of African public administration.

In his address, he assessed that state of public administration and management in Africa and extrapolates 3 ills that plague the public service. This include lack of professionalism, political interference among others. He thus poses a potent question, is it possible to move sub-Saharan Africa from transition to transformation and sustainable development process? African political leadership has been characterized by the Westminster model, one-party system, presidential systems, multi-party system and the occasional military led administration, this

transition of political systems led to the evolution of administrative systems as well as, economic development. the 1980s for instance was characterized by the Structural Adjustment Programmes (SAPs), today austerity measures influence government expenditure. While the SAPs were imposed on African countries as a prerequisite to aid, austerity measures are home grown and seemingly result in more accountable and transparent government spending. Prof. insists on the symbiotic nature of politics and economy. He deduces that economic crisis emanate as a direct result of political crisis. This assertion is challenged by recent studies focusing on the dichotomy of politics and of the economy in Africa, African states seem economically resilient even when plagued by political turmoil.

Democracy plays a big role in Prof.'s road to transformation. In his address, democracy is a more than just ballot boxes, political parties and all the institutional trappings, Democracy ought to be a way of life entrenched in all spheres of human endeavors. The organic nature of democracy calls for a gradual process which focuses on restitution for it to not only develop but endure. Prof. Adebayo warns against foreign interference, and advises foreign friends to resist the urge to expect Africa to replicate the European model of democracy.

The concept of good governance also seems lost in Africa, restoration of good governance is therefore a pillar on which the politics of restitution can be built on. It is for this reason that governments should strictly stick to the business of macroeconomic management and ensuring public service delivery.

The dominant message in Prof. Adebayo's address was the clarion call for a human-centered holistic strategy which focuses on nurturing democracy supported by a firm political process which upholds human rights, political stability, empowerment and public accountability. Over 20 years later, the Africa Agenda 2016 and the Sustainable Development Goals (SDGs) articulate Prof. Adebayo Adedeji's sentiments for an inclusive sustainable development agenda.

**“Since genuine development is for the benefit of the people, leaders must work with them at all levels and at all times.”**

This and many more publications are available at the digital library. We invite all our members, researchers, students and all interested parties to visit AAPAM website and sign up to utilize this new service. For more information visit [www.aapam.org](http://www.aapam.org)

# South Sudan Association of Public Administration and Management (SSAPAM) Elects New Executive Committee Members

By Clifford Ogutu- Research and Consultancy Assistant AAPAM

The South Sudan Association of Public Administration and Management (SSAPAM) held its elections for the executive committee members on 29<sup>th</sup> November 2016, at Dembesh Hotel in the city of Juba. The one day meeting was attended by thirty five (35) participants drawn from the government, public universities and various NGOs in South Sudan. In attendance was the former AAPAM Vice-President North Africa Mr. Deng' Chuol Malang who is also the advisor to the Government in matters Public service and Human Resource Development in South Sudan.

The event was officially opened by the Minister of Labour, Public Service and Human Resource Development Republic of South Sudan Hon. Luop Lam. The Minister in his

opening remarks thanked SSAPAM for continuously participating in the various association activities which helps them to network with various African Countries across the continent. He went ahead to thank the SSAPAM members present led by the president Mr. Samuel Yanga for the good work of ensuring the association is up and running despite the various challenges faced by the country.

Before the election, the meeting discussed the Role of SSAPAM in South Sudan. It was observed that SSAPAM needed to make itself visible to the people of South Sudan. This could be possible through aggressively organising and carrying our programmes like seminars and training on public administration and management.

**The national chapter general meeting thereafter proceeded to conduct a free and fair election of new office bearers. Through secret balloting, the following were elected.**

- **Chairman – Mr. Yanga Samuel – South Sudan Human Rights commission**
- **Vice Chairman- Mr. Onesimo Yabang- Lecturer Juba University**
- **Secretary General – Mrs. Sunday Aggrey- Ministry of Labour and Public service and Human Resource Management**

**Six other members were also elected to support the three. They were:**

- **Rev. Oneil Yosia - Ministry of Agriculture**
- **Benjamin Madet - Ministry of Agriculture**
- **Tobby Oduho - Civil Service Commission**
- **Majok Malek - Human Rights Commission**
- **Claude Akasha - Disarmament, Demobilization and Reintegration Commission,**
- **Lual Mabil - Human Rights Commission**

The meeting noted that SSAPAM faced a number of challenges like , lack of awareness by the South Sudanese people of SSAPAM existence, lack of enough reading materials, lack of proper revenue collection mechanism and insufficient resources. Despite the problems, the association had withstood obstacles and remained operational due to the commitment and enthusiasm of its members.

The elected officials thanked members for electing them and vowed to do their best to make SSAPAM a force to reckon

with in South Sudan. The officials appealed to the AAPAM Secretariat to support them with marketing materials to help them reinforce their presence.

Hon. Phlisters Baya, Chairperson South Sudan Civil Service Commission gave the closing remarks and thanked United Nations Development Programme (UNDP) South Sudan for sponsoring and urged them to continue with the same spirit.



*Some of the delegates during the meeting*



The panel on Entrenching a Citizen-centred Service Delivery Culture: Partnering with the Youth for Africa's Transformation. From left: Prof. Richard Levin (South Africa), Shyaka Anastase (Rwanda Governance Board) Mr. Gasamagera Wellars (Rwanda Management Institute), Jessica Omundo (AAPAM) and Olawale Rotimi (Nigeria)

## Africa Celebrates the 6<sup>th</sup> Continental African Public Service Day (APSD) in Kigali, Rwanda Africa

By Jessica Omundo- Programme Officer AAPAM

The African Association for Public Administration and Management (AAPAM) joined the Continent in marking the 6<sup>th</sup> Continental Africa Public Service Day (APSD) Celebrations held at the Kigali Convention Centre, Rwanda from 20<sup>th</sup> to 23<sup>rd</sup> June 2017. The APSD originated from the decision of the 1<sup>st</sup> Conference of African Ministers for Civil/Public Service (CAMPS) in a meeting held in Tangier, Algeria Morocco in 1994. It is annually celebrated on 23<sup>rd</sup> June at national level by AU Member States to recognize and appreciate the contribution of the Civil/Public Service the socio-economic development of the Continent. Continentally, the event is celebrated after every two years and is hosted by one of the Member Countries. Previous APSD celebrations were held in Namibia (2007); in Tanzania (2009 & 2011); in Ghana (2013); in Brazzaville; Republic of Congo (2015). The Republic of Kenya is proposed to host the 7th Continental celebrations scheduled for 2019.

“Entrenching a Citizen-centred Service Delivery Culture: Partnering with the Youth for Africa's Transformation.”

The APSD celebrations in Rwanda was officially opened by the Rt. Hon. Anastase Murekezi, Prime Minister of Rwanda on behalf of H.E. Paul Kagame, President of the Republic of Rwanda. Also in attendance were, H.E. Mrs. Minata Samate Cessouma, Commissioner for Political Affairs, African Union Commission (AUC), Hon. Sicily K. Kariuki (Mrs), Cabinet Secretary Ministry of Public Service, Youth and Gender Affairs, Kenya and Chairperson of the African Union Specialized Technical Committee (AU-STC) 8 Sub-Committee on Public Service and Administration and Hon. Judith Uwizeye, Minister of Public Service and Labour of Rwanda.

In reflecting on the role, function and capacity of the public service in Africa, the 6<sup>th</sup> APSD celebrations focused on the youth. Recognising that the youth in Africa comprised of 60% of the population, celebrations concentrated on theme “Entrenching a Citizen-centred Service Delivery Culture: Partnering with the Youth for Africa's Transformation”. The theme was borne out of the need to harness the demographic dividend through investing in youth'. It was also premised on the AU's aspirations stipulated in Agenda 2063 which envisions a continent that puts its citizens at the center of all programs and projects. Consequently, the public/Civils services in Africa utilized the platform to adjust their lenses on enhancing their institutions, human resources, processes and systems to strengthen citizen participation for socio-economic and political development.

The event recognized that the future of Africa depended on how it partnered with the youth in building a responsive and sustainable public service. This could be engineered by tapping on the skills, competence, talents and diversity of the African youths. Imperatively, African governments were advised to create an enabling environment to reinforce the productivity of the youth.

Secondly, harnessing ICT and tapping on technological advantages is crucial for the progress of Africa. While it was observed that technology changes rapidly, the deliberations underscored that continuous capacity building and advancement was fundamental for growth in the public service. The youth were recognized as champions of ICT revolution which is a pre-requisite to improved public service/civil responsiveness to the dynamic needs of the society.

Thirdly, nurturing a culture of professionalism and ethical values in Africa's Public Service will help address the ethical and professional malpractices tainting the image of governments in Africa. The public service in Africa was challenged to lead by practically eliminating corruption, nepotism, mis-management of public resources and other misconducts plaguing most African public services with an aim to set a good example to the coming generations. The meeting noted that public institutions should enhance professionalism and ethical values in order to protect public

resources, enhance service delivery and sustain public sector performance.

Additionally, the meeting advocated that the promotion of self-reliance and empowerment of amongst the African youth. In empowering the youth, the governments needed to be cognizant of their varied needs, capability and competencies of the youths in Africa.

To deal with the growing challenge of youth un-employment, the meeting encouraged governments to create an enabling environment, support self-employment, partner with the private sectors as some of the measures vital in creating job and livelihood opportunities. It was noted that self-reliance for the youth is imperative the socio-economic stability of African societies. To optimize on the youth demographic advantage, Africa was urged to invest in safeguarding the rights, building competencies, offering decent work, employment and livelihood opportunities to the youths.

To build sustainable, competent, innovative, developmental,

professional and merit based public institutions that serve and deliver effectively and efficiently to the citizenry, African states encouraged innovative thinking in public/civil service. As part of the celebrations, public institutions showcased their innovations during the event. Winners of the four Award Categories (Best Innovation in Citizen-Centered Service Delivery Award; Best Youth Empowerment Program Award; Best Pavilion and Exhibition Award; and Best Pavilion and Exhibition Award) were awarded in a dinner hosted at Kigali Serena on 23<sup>rd</sup> June 2017.

## The United Nations African Public Service Day

The United Nations APSD celebrations were held in Netherlands. The Association was represented by the Secretary General, Dr. George Scott at the at the Hague, Netherlands which was conducted concurrently with the Continental ceremony in Rwanda had similar aspects of recognizing and appreciating the innovations and milestone of African public service.

On the sidelines of the United Nations Celebrations, AAPAM Secretary General Dr. Scott, met representatives from the United Nations Department of Social Economic Affairs (UNDESA) to discuss collaboration between the two institutions. Similarly, he held a meeting with Mr. Ahmed Laamoumri, Secretary General Ministry of Public Service and Modernization, Morocco on the upcoming AAPAM 38<sup>th</sup> Round-table Conference scheduled for November 2017 in the kingdom of Morocco. He additionally met some African government representatives and deliberated on strengthening their collaboration with AAPAM

AAPAM will continue to promote and facilitate the professionalization of the public service in Africa.

## The winners were:

### 1. Best Managed, Transparent, Accountable and Accessible Organization

Position	Project Name	Country
Winner	Directorate General of Immigration and Emigration	Rwanda
1 <sup>st</sup> runner- up	Namibia Institute of Pathology Limited	Namibia
2 <sup>nd</sup> runner -up	Rwanda Air	Rwanda

### 2. Best Innovation in Citizen-Centered Service Delivery Award

Position	Project Name	Country
Winner	Namibia Institute of Pathology Limited	Namibia
1 <sup>st</sup> runner- up	Directorate General of Immigration and Emigration	Rwanda
2 <sup>nd</sup> runner -up	Centre for Public Service Innovation	South Africa

### 3. Best Youth Empowerment Program Award

Position	Project Name	Country
Winner	M-Post Postal Corporation of Kenya	Kenya
1 <sup>st</sup> runner- up	City of Kigali	Rwanda
2 <sup>nd</sup> runner -up	AJIRA Digital Programme	Kenya

### 4. Best Pavilion and Exhibition Award

Position	Project Name	Country
Winner	Zimbabwe Public Service	Zimbabwe
1 <sup>st</sup> runner- up	Rwanda Utility and Regulatory Authority	Rwanda
2 <sup>nd</sup> runner -up	Directorate of Immigration and Emigration	Rwanda

# The Human Resource Seminar- 2<sup>nd</sup> Edition

By Jessica Omundo- Programme Officer AAPAM

The African Association for Public Administration and Management (AAPAM) in partnership with the Department of Public Service and Administration (DPSA)-South Africa and the School of Public Management and Administration (SPMA)-University of Pretoria held the 2<sup>nd</sup> edition of Human Resource Seminar at Saint George Hotel and Convention Centre in Pretoria. The organizing institutions focused the 2017 seminar on “Transforming Human Resource Management and Development for the achievement of the African Union Agenda 2063 and Sustainable Development Goals”.

The seminar was attended by senior and middle level government officers from Ghana, Kenya, Kingdom of Lesotho, Malawi, Tanzania, Sierra Leone, South Africa, Uganda, Zambia and a representative for United Cities and Local Government of Africa (UCLG-A). Amongst the participants were two of Heads of Civil/ Public service. The blend of senior and middle level officers drawn from various African nations fulfilled the intention of the programme which was to create an enriched synergy to promote mentorship and sharing practical best practices.

In his opening remarks, Mr. Diphofa Mashwale, Director General Department of Public Service Administration (DPSA)-South Africa and AAPAM Vice-President Southern Africa, noted that the seminar was a continuation of the dialogues and discussions aimed at shaping the public service in Africa to be responsive to the present realities. He emphasized that the African Union (AU) Agenda 2063 and Sustainable Development goals (SDGs) are road maps to developing Africa. Similarly, the public services in Africa needed to map their development compass with a reference to these important blue prints.

Speaking on behalf of AAPAM, Dr. George Scott, AAPAM Secretary General appreciated the partnering institutions noting that institutional partnerships embodied the spirit of collaboration captured in the Sustainable Development Goal No. 17. Such partnerships were cardinal to forging a common front for tackling continental problems.

Prof. David Fourie, lecturer from School of Public Management and Administration (SPMA)-University of Pretoria-South Africa, in his remarks underscored the importance of the synergy between practice and research in



*Delegates pose for a photo with the Guest of Honor Mr. Diphofa Mashwale, Director General Department of Public Service Administration (DPSA)-South Africa and AAPAM Vice-President Southern Africa,*

fostering development. He noted that AAPAM, DPSA and SPMA partnership exemplified the professionals, practitioners and academics synergy required to move the continent forward.

## The Changing Trends

Founded on the need to transform human resource management and development to contribute effectively and productively to the overall organisational direction, the seminar reflected on critical aspects of the 4<sup>th</sup> Industrial Revolution as far as the Africa's public service was concerned within the context of AU Agenda 2063 and SDG's. Notably, Human resource management and development is increasingly playing a vital role the strategic utilization of employees and to impact on the organisation.

The 4<sup>th</sup> Industrial Revolution presents technological, socio-economic and political challenges that certainly affect the functionality of workers across the globe. Currently, the public-sector faces the pressure of a rapidly and massively changing world. No wonder, public services are embracing reforms not only to improve productivity but also in response to more pressing global trends. It was noted that the ability of governments to survive will depend on their capacity and willingness to transform.

## Deliberations and Recommendations

In dissecting and synthesizing the seminar sub-themes, participants made a number of observations. It was agreed that the human capital virtually shapes the future of a nation as the working force are the agents for the attainment of the continental and global goals. They embody the technical expertise, soft skills and pathway to translate the developmental agendas into to visible and tangible results. Therefore, the public service which is any government's engine for transformation, must upscale its operations, plans, systems and institutions to mirror the desired continental and global development.

The seminar noted that while the digital revolution challenged the traditional management approaches, it presented grand opportunities to harness Information Communication Technology (ICT) to improve service delivery. Moreover, education and training should be affordable, relevant, timely and well-structured. Continuous improvement was deemed mandatory to empower professionals and practitioners to respond to the dynamic expectations and needs of their societies. Capacity development in Africa needed to be contextualized within the practical working environments and cross-national sharing of practices and experiences was fundamental to propelling growth in Africa, for Africa and by Africans.

Prof. Margaret Chitiga-Mabugu, Director School of Public Management and Administration (SPMA)-University of Pretoria, South Africa suggested that platforms such as the

seminar should integrate political leadership and top-notch government officers to facilitate the implementation of recommendations emanating from the deliberation. She further reiterated on the need to train and retrain the Africa's personnel.

AAPAM Secretary General in his closing remarks thanked delegates for attending and actively participating in the program, he encouraged the delegates to join AAPAM and enroll for the 38<sup>th</sup> AAPAM Annual Round-table conference scheduled for 10<sup>th</sup> -16<sup>th</sup> November in El Jadida, Kingdom of Morocco. Speaking on behalf of DPSA, Dr. Patrick Sokhela, who was also the lead facilitator thanked delegates for making the seminar a resounding success. AAPAM, DPSA and SPMA agreed to continue collaborating in areas of mutual interest.

## Invitation to The 38<sup>th</sup> Roundtable Conference

By Julie M. Mutunga- Programme Assistant AAPAM

**AAPAM, under the high patronage of His Majesty King Mohammed VI of Morocco, cordially invites you to the 38<sup>th</sup> Roundtable Conference**

**Theme: "A Transformed Leadership: Managing National Resources to achieve the objectives of Africa Agenda 2063 and Sustainable Development Goals"**

**Date: 6<sup>th</sup> – 10<sup>th</sup> November 2017**  
**Venue: Mazagan Beach and Golf Resort - El Jadida, Kingdom of Morocco**

**AAPAM Partners:** United Nations Department of Economic and Social Affairs (UNDESA), Deloitte, IIAS, UCLG Africa, ATCA.

AAPAM in partnership with the Government of the Kingdom of Morocco, United Cities and Local Governments of Africa (UCLG-A) and African Training and Research Centre in Administration for Development (CAFRAD) will host the 38<sup>th</sup> Roundtable conference in El Jadida, Morocco from 6<sup>th</sup> - 10<sup>th</sup> November 2017. The Roundtable conference theme is 'A Transformed Leadership: Managing National Resources to achieve the objectives of Africa Agenda 2063 and Sustainable Development Goals' This is in line with the arch theme of *Transforming Public Administration and Management (PAM)*.

### Key Activities of the 38<sup>th</sup> Roundtable Conference

- A keynote address by an eminent speaker;
- Plenary Presentation of background papers on the sub-themes, followed by practical presentations on case studies. These inputs will be followed by parallel sessions where delegates will interact and deliberate on the sub-theme of the day
- A Ministerial Panel will be convened to respond to and ventilate key issues emanating from thematic discussions

- Dedicated break-away sessions for specialised groups including the Africa Public Sector Human Resource Managers' Network (APS-HRMnet), the Young Professionals Network (YPN), The Africa Cabinet Secretaries Network, Women in African Public Administration Network, Academia and Researchers networking group to discuss and dispense with issues of specific interest to their domain which in the main will contribute to the strengthening and transformation of Public Administration and Management in Africa
- A session on AAPAM regional chapters
- Innovative Management Awards ceremony

For conference details and registration visit <http://www.aapam.org/conferences-and-events> and [registration fees at the following rates:](#)

- Participants from host country - USD 310
- Others - USD 410
- Accompanying Persons (spouses of participants)-USD 260

*All are welcome!!!!*

# AAPAM participates in the UN- Habitat 26<sup>th</sup> General Council held in Nairobi Kenya

By Jessica Omundo- Programme Officer AAPAM

The 26<sup>th</sup> General Council (GC) of the United Nations Human Settlements Programme (UN-HABITAT) was held from 8<sup>th</sup> to 12<sup>th</sup> May 2017 at United Nations Offices in, Nairobi, Kenya. The forum focused on 'Opportunities for the Effective Implementation of the New Urban Agenda'. The GC was officially opened by H.E. Uhuru Kenyatta, the President of the Republic of Kenya. It enlisted the participation of Member States, parliamentarians, civil society organizations, local authorities, professionals, researchers, academia, foundations, women and youth groups, trade unions, financial institutions, and private sector amongst other stakeholders. AAPAM was represented in the global meeting by the Secretary General Dr. George Scott and the Programme Officer Jessica Omundo.

## Highlights on UN- Habitat Governing Council

The Governing Council serves as the decision-making body of UN Habitat. It also approves biennial work programme and budget as well as promoting policy objectives, priorities and guidelines on existing and planned programmes of work on human settlements. On 1<sup>st</sup> January 2002, the Commission on Human Settlements and its Secretariat, the United Nations Centre for Human Settlement (Habitat), and the United Nations Habitat and Human Settlements Foundation, was transformed into United Nations Human Settlements Programme pursuant to resolution A/RES/56/206 of the General Assembly. The General Assembly, in the same Resolution, transformed the Commission on Human Settlements into the Governing Council of the United Nations Human Settlements Programme<sup>1</sup>.

The GC meets biennially and reports to the UN General Assembly (UNGA) through the UN Economic and Social Council (ECOSOC). It is assisted by the Committee of Permanent Representatives (CPR) which is based in Nairobi. The CPR is made up of all Member and Observer States to UN-Habitat. The GC aims at, promoting integral and comprehensive approach to human settlements; Assisting countries and regions with human settlements problems; Strengthening co-operation and co-participation in all countries on human settlement issues.

The General Council is composed of 58 members who are elected by the Economic and Social Council for a term of 4 years. The members are; Africa – 16 seats, Asia (14 seats), Eastern Europe (6 seats), Latin America and Caribbean States (10 seats), Western Europe and other States (13 seats)<sup>2</sup>.

At the beginning of the first meeting of each regular session, the Governing Council elects a President, three vice



Presidents and rapporteur who constitute the Bureau of the Governing Council. The Bureau assists the President in conducting the business of the Governing Council. The Bureau of the 26<sup>th</sup> session of the Governing Council consists of:

- President: India (representing Asia-Pacific States);
- Vice-President: Germany (representing Western European and Other States);
- Vice-President: Kenya (representing African Group);
- Vice-President: Guatemala (representing Latin America and Caribbean States);
- Rapporteur: Russia, (representing Eastern European States).

## The 26<sup>th</sup> session of the Governing Council

The 26<sup>th</sup> GC of UN-Habitat held in Kenya followed the adoption of the New Urban Agenda during the Conference on Housing and Sustainable Urban Development (Habitat III) in Quito, Ecuador in October 2016. The session comprised of Bureau segments, plenary sessions, side-line specialised meetings, dialogues and exhibitions premised on theme. The meeting delved on the three sub-themes namely;

1. Towards inclusive, sustainable and adequate housing for a better future
2. Synergies and financing for sustainable urbanization
3. Integrated human settlements planning for sustainable urbanization<sup>3</sup>

The session also discussed activities of UN-Habitat, including reviewing of the outcome of the 3<sup>rd</sup> United Nations Conference on Housing and Sustainable Urban Development (Habitat III) and developing a work programme and budget of UN-Habitat for the biennium 2018-2019.

<sup>1</sup> Information sourced from <https://unhabitat.org/governing-council/>

<sup>2</sup> Information sourced from <https://unhabitat.org/governing-council/>

<sup>3</sup> Ibid

## AAPAM partners with Young African Leaders Initiative (YALI) East Africa Regional Center

By Clifford Ogutu- Research and Consultancy Assistant AAPAM

The African Association for Public Administration and Management (AAPAM) partnered with the Young African Leaders Initiative (YALI) East Africa Regional Center on designing a Challenge for Cohort 16 (Public Administration track). YALI is a signature programme initiated to invest in the next generation of African leaders by providing training in three distinct tracks namely, Business & Entrepreneurship; Civic Leadership; and Public Management. The training is carried in Ghana, Kenya, Senegal and South Africa.

YALI programs are designed to empower young leaders using both theoretical and experiential learning styles. For experiential training, AAPAM was invited to design a challenge for Cohort 16 Public Administration track of the YALI East Africa Regional Center. A Design Challenge is a practical problem presented to participants to formulate a solution. This is an approach aimed at exposing the young African leaders to practical challenges in their career options and give them the opportunity to creatively address them. AAPAM's challenge focused on enhancing and creating sustainable revenue sources for the institution.

After weeks of consultations, discussions and research, the five groups of cohort 16 Public Administration presented their solutions to the AAPAM's secretariat on Thursday, 25<sup>th</sup> May 2017. The secretariat, led by the Secretary General Dr. Scott George, composed the evaluation panel assessing presentations, together with YALI facilitators, participants and representatives from the United States Agency for International Development (USAID). Each group was awarded marks based on relevance, applicability, creativity amongst other aspects. The best presentation would be adopted by AAPAM.

The first group presented a solution

termed as 'AAPAM Certy'. This solution proposed a certification process for government institutions to help AAPAM raise and sustain its revenue sources. They also advocated for the Association to come up with an interactive e-platform on the website to link the governments in Africa and their citizens to engage the with the public in government matters. The website will also be an advertisement platform for governments thus generate income. The group further proposed integration of the social media sites on the e-platform.

The second group believed linking public service and private sector would increase the presence of private sector in AAPAM programmes and events. Through initiatives like facilitating breakfast meetings between the government and the private sector to discuss areas of concern to both parties. Thereby advocating for Public Private Partnership through a number of avenues and specifically designed events targeting the private sector.

Group three focused on the engagement of Non-Governmental Organizations with AAPAM. In their presentation tilted 'partexcellence' (a name drawn from the words 'partnership for excellence'), they suggested that AAPAM could enhance its engagement with the NGOs through tailor-made conferences, and events. They further proposed that the organization could create a blog which integrates all the NGOs in Africa. Revenue generated from the conferences and blog advertisements would be used by AAPAM to expand its agenda across the continent.

The Public Resource Circulation and

Utilization (PRCU) was the solution presented by fourth group. PRCU is an initiative to bolster the participation of the local and decentralized authorities in AAPAM programmes and events. The solution centred on capacity building to enhance accountability, integrity and efficiency in financial operations in local and decentralized governments. It is a centralised and accessible electronic portal that allowed the public and all stakeholders to gain access to all financial resource documents thereby by the governments so as to enable them to monitor the incomes and expenditures of governments.

The last group argued that 'AAPAM Research Mentorship and Internship programme' centered on enhancing skills of graduate students was one of the ways to strengthen AAPAM's revenue. They suggested that AAPAM can incorporate research in its workshops and conferences, attach students to public institutions, assign mentors to students etc. Ways of not only building the capacity of the graduates but also generate revenue through the registration fees charged. Following thorough deliberations, group one emerged the overall winner. AAPAM congratulated all groups for their presentations and noted that they were all winners as each group had something creative and relevant. The AAPAM Secretary General Dr. Scott noted solutions were so impressive and congratulated the participants for a job well done. AAPAM will continue to collaborate with YALI in building the capacities of youths in Africa.



*The YALI cohort 16 Public Administration Track with the AAPAM staff*

# The African Union Specialized Technical Committee on Public Service, Local Government, Urban Development and Decentralization (AU-STC 8) Second Ordinary Session in Addis Ababa, Ethiopia

By Jessica Omundo- Programme Officer AAPAM

The African Union Specialized Technical Committee on Public Service, Local Government, Urban Development and Decentralization (AU-STC 8) held its Second Ordinary Session from 7<sup>th</sup>-9<sup>th</sup> December 2016 at the African Union headquarters in Addis Ababa, Ethiopia. The meeting was organised in two parts. The experts meeting was held on 7<sup>th</sup> - 8<sup>th</sup> December 2016 while the ministers meeting was held on 9<sup>th</sup> December 2016.

In attendance were ministers, senior officials and experts from twenty-two (22) different African Union member states in the Ministries of Public Service and Administration, Decentralization and Local Government, and Housing and Urban Development. Representatives from the AUC's Department of Political Affairs and Department of Infrastructure and Energy (e-Governance); experts from Azerbaijan; and partners from United Nations Economic Commission for Africa (UNECA), UN-Habitat, United Nations Development Programme (UNDP), FMVD Global Fund for Cities Development, African Association of Public Administration and Management (AAPAM), African Management Development Institutes' Network (AMDIN), and United Cities and Local Governments of Africa (UCLG-A) also attended the meeting.

The opening ceremony was officiated by the Ag. Director of Political Affairs, Mr. Olabisi Dare, and Mr Abasse Olossoumaré, Director General of Decentralization, Ministry of Decentralization- Republic of Benin (First Vice-chair-person of the STC 8 Bureau).

## The Meeting Objectives

The AU-STC 8 Second Ordinary Session meeting was organised by the Department of Political Affairs of the African Union Commission (AUC) in order to, review progress made on the implementation of the AU-STC 8 two-year (2015-2016) work plan and the recommendations of the AU-STC 8 First Ordinary Session; deliberate on specific issues pertaining to STC 8 three sub-committees (Public Service and Administration, Decentralization and Local Government, and Housing and Urban Development) ; constitute the new substantive Bureau of the AU-STC 8 for the two year period; identify potential resource mobilization strategies of the AU-STC 8; decide on a way forward for the smooth functioning of the secretariat and three sub-committees and; receive reports from the three sub-committees.

The expert's meetings of 7<sup>th</sup>- 8<sup>th</sup> December 2016 included plenary sessions attended by all those present and parallel breakout sessions split between experts of the sub-committee on Public Service and Administration, Decentralization and Local Government, and Housing and Urban Development respectively.



*African Union headquarters in Addis Ababa, Ethiopia*

## Election of the Bureau of STC 8 Second Ordinary Session

The following were the elected as the Bureaus of (AU-STC 8) Second Ordinary Session.

Positions	STC Sub-Committees	Regions	Countries
Chairperson	Decentralization and Local Governance	West	Benin
1st Vice Human	Settlement and Urban Development	South	Lesotho
2nd Vice	Decentralization and Local Governance	North	Mauritania
3rd Vice	Public Service and Administration	East	Kenya
Rapporteur	Decentralization and Local Governance Central	Central	Burundi

### Reports from the Sub-committees

The reports on STC 8 Bureau meeting of 2016 in Brazzaville and the state of implementation of recommendations from the STC 8 First Ordinary Session were presented. The sub-committees too presented their report.

The Public Service and Administration sub-committee noted that of the fifty-four (54) projects received by All Africa Public Sector Innovation Awards (AAPSIA), three finalists from each of the three categories (innovative service delivery institutions, innovative partnerships and service delivery, and innovations in the systems and processes of governance) were adjudicated by the panel. The countries that participated included Egypt, Botswana, Kenya, Namibia, South Africa, Senegal, Zimbabwe and Tanzania. It was recommended that the marketing of the programme needed to be up-scaled and a new champion appointed since South Africa had been championing the program for three consecutive sessions (6 years) and hinted at opting out.

It was additionally reported the State of the Public Service in Africa (SOPSA) study which was funded by UNDP and African Management Development Institutes study focused on water, health and education to get a sense of service accessibility, affordability, transparency, etc. The study aimed at sharing innovations in the delivery of services across the countries through mass circulation of the report when completed. The final report will be submitted to AUC in 2017.

The sub-committee also noted that African Public Service Day (APSD) continental celebration was to take place in 2017. It was observed that there was a need to develop a template for sharing continental celebration days.

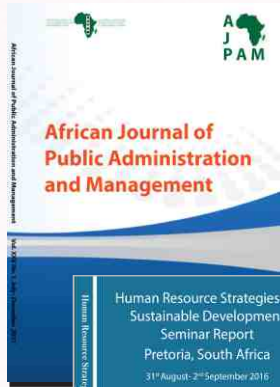
Moreover, the sub-committee report covered issues of energy and infrastructure (addressing and post-code systems in Africa and leveraging postal networks to foster socio-economic development in rural areas of Africa); Governance Structures and African Charter on Values and Principles of Public Service and Administration.

The Decentralization and Local Government sub-committee report included the progress on the signing and ratification of African Charter on Values and Principles of Decentralization, Local Governance and Local Development. While Ten countries had signed the charter, only two (2)- Madagascar and Burundi, had ratified it. The meeting suggested that the 10 countries which had signed the charter needed to be urged to complete the process and ratify the it. The sub-committee also reported on matters of the celebration of African Decentralization Day.

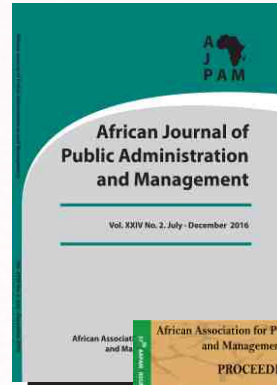
The Housing and Urban Development Sub-committee report developing a guiding implementation framework for the New Urban Agenda as contained in the Common African Position for Habitat III. Similarly, the sub-committee presented on proposals and recommendations on how Africa can optimize the opportunity and resources arising from recent global developments and modalities for the establishment of a low-income housing facility for Africa.

The meeting ended with the presentation of the decision made by the ministers and respective on AU-STC 8. The third ordinary session for STC 8 will be held in 2018. AAPAM as a continental global player, will continue to collaborate with AUC through STC-8 to achieve the AU Agenda 2063- the Africa we want.

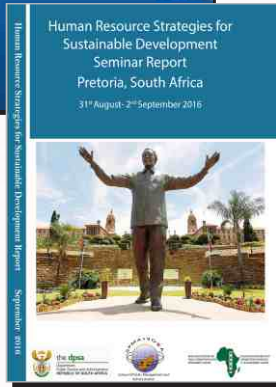
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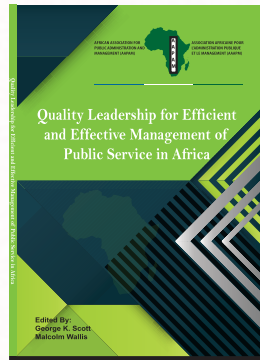
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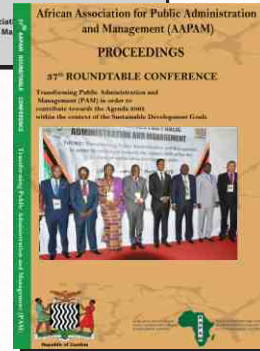
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