



AAPAM Newsletter

THE AFRICAN ASSOCIATION FOR PUBLIC ADMINISTRATION AND MANAGEMENT.

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Letter from the President

African Forum of Territorial Managers

UN Public Service Day Celebration

Africa Public Service Day (APSD)-Kenya

Women in Public Service

Intra-African Trade and Integration

Evidence Informed Policy

African Leaders of Tomorrow Scholarship

Organizational Development in Africa



Hon. Sylvia Chalikosa, Minister Office of the Vice-President (seated 5th to the left), Prof. Royson Mukwena, NIPA Executive Director (seated 6th to the left) and Dr. George Scott AAPAM Secretary General (seated 4th to the left) in a group photograph with the delegates after the official opening ceremony



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AAPAM Executive Committee 2015 - 2017

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What is AAPAM

The African Association for Public Administration and Management (AAPAM) is an International Professional Organization that promotes Best Practice, Excellence and Professionalism in Public Administration and Management in Africa through Research, Publications, Training, Seminars, Conferences and Awards.

Who are Members of AAPAM

- High level public policy makers, both appointed and elected
- Top administrators in the public service of African Governments
- Top managers in both public and private sectors
- Management Consultants
- Public policy management institutions/ organizations
- Management Development Institutes (MDIs)
- Business School/ Institutions and University
- 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



Dear Valued Members

It remains a pleasure to bring to you yet another newsletter edition from the African Association for Public Administration and Management (AAPAM). In this edition, we continue to focus on transforming public administration in Africa in line with African Union (AU) Agenda 2063 and 2030 Agenda for Sustainable Development.

In case you missed any of our 2018 programmes, this newsletter will keep you abreast of some of our programmes this year. However, for complete details please, visit our AAPAM Resource Centre portal on www.aapam.org or order hardcopies of our respective reports.

First and foremost, we feature the 2018 United Nations Public Service Forum which was culminated by the celebration of the Public Service day on 23rd June. This day celebrates the values and virtues of public service to the community. This year the celebrations were held in Marrakech, Kingdom of Morocco, through its Ministry of Administration Reform and Civil Service and the United Nations Department of Economic and Social Affairs (UNDESA). The forum recognized

the United Nations Public Service Awards (UNPSA) winners while also taking stock of the implementation of the Sustainable Development Goals (SDGs) since its inception in 2015. Similar celebrations were held at national levels. Kenya in particular awarded cutting-edge innovations focusing on the county's 'Big Four Agenda'.

AAPAM was pleased to host the 2018 Young Professionals Forum in collaboration with the Ministry of Public Service, Youth and Gender Affairs-Kenya. The Forum which was held in the Lakeside City, Kisumu, Kenya resonated with the Association's strategic objective of developing the capacity of young professionals in Africa. I continue to encourage those of us in leadership positions to send more of their young professionals to AAPAM training programmes as this will empower them to adequately take-up the leadership mantle.

The National Institute of Public Administration (NIPA) in collaboration with AAPAM hosted training on 'promoting Peaceful and inclusive societies'. This training was especially relevant in the dawn of security threats such as extremism and territorial conflicts which are some of the challenges hampering development in the continent. As leaders, we call for a multi-dimensional and inclusive approach to resolving conflict in Africa including negotiation, mediation and justice for victims.

This newsletter also features issues of gender equality. The women in public service article focuses on leadership styles and policies that encourage women's participation in governance in Africa. This article also features an interview with the AAPAM Vice-President West Africa Mrs. Bridget Katsriku who is also the immediate Chairperson of the Public Service Commission of Ghana where she candidly shares her experiences in public service. I hope you feel inspired by her experiences and learn from her public service journey.

This edition also offers insights into the Africa Public Service Human Resource Network (APS-HRMnet) Conference in Kampala- Uganda and the milestones in Public Administration in Ethiopia. We have also covered a program by Kenya Association for Public Administration and Management (KAPAM) and much more. Kindly read on and explore the various articles offering insights on the public administration and management discourse in the content.

I take this opportunity to warmly welcome you to the AAPAM 39th Annual Roundtable Conference scheduled for 6th -9th November, 2018 at the Fairground Holdings in Gaborone, Botswana where we focus on the fundamentals of transforming governance and public administration in Africa within the context of Agenda 2030 and SDGs. This conference albeit shorter than previous roundtable conferences, promises a comprehensive, educative and stimulating diverse event, activities and programs including the awarding of the Innovative Management Awards (IMA) and Gold Medal Award, Executive Committee Elections and excursions.

I conclude by recognizing my colleagues who have been serving with me in the Executive Committee since 2016. I applaud Mr. Mohammed Benabdelkader, Dr. Atif Mohamed, Mrs. Bridget Katsriku, Mr. Mashwale Diphofa, Dr. Pierre Vincent Ngambo, Prof. Gelase Mutahaba and Mr. Titus Ndambuki for exemplary service rendered to AAPAM these last three years. As we head to the next AAPAM General Assembly elections scheduled for November 2018 in Gaborone Botswana, I want to sincerely thank the AAPAM fraternity for the support accorded to us which has enabled us to propel the Association to greater heights.

Allow me to also thank the African Governments and our development partners who have remained steady partners in delivering our core mandate. We look forward to expanding our networks with African governments, Management Development Institutions (MDIs) and Schools of Government in the East (China), North Africa and beyond.

I look forward to seeing you at the 39th Roundtable Conference!

From the President,

Dr. Roland Msiska
AAPAM PRESIDENT



Promoting Peaceful and Inclusive Societies for Sustainable Development Training

By Jessica Omundo, AAPAM Programme Officer



Delegates at the excursion at Memorial Freedom statue Lusaka, Zambia

World over, peace and security are fundamental for sustainable development. Therefore, governments across the world invest heavily on their individual and collective national security and peace. In the same line, the African Union (AU) Agenda 2063 and the Agenda 2030 for Sustainable Development both focus on creating and sustaining peace and security as one of their cardinal objectives. Accordingly, Sustainable Development Goal (SDG) No. 16 and the AU Agenda aspirations number 3 and 4 concentrate on promotion of peaceful and inclusive societies for sustainable development. They advocate for promotion of the rule of law and equal access to justice for all; reduction in corruption and bribery; development of effective, accountable and transparent institutions at all levels and ensuring responsive, inclusive, participatory and representation in decision-making at all levels as well as promoting and enforcing of non-discriminatory laws and policies for sustainable development.

It against this backdrop that the African Association for Public Administration and Management (AAPAM) in collaboration with the National Institute of Public Administration (NIPA) hosted their inaugural training on 'promoting peaceful and inclusive societies: the role of public administration

and management' from 15th to 17th August 2018 at National Institute of Public Administration Lusaka, Zambia. The three-day program marked the commencement of a three-year partnership between AAPAM and NIPA.

The training was informed by the need to enhance the capacities of public servants and stakeholders in creating and sustain a conducive environment for the realization of the national, continental and developmental plans which envisage a democratic world where good governance is practiced, and the rule of law are upheld.

The training was officially opened by Hon. Sylvia Chalikosa, Minister (Office of the Vice-President) on behalf of Zambia's Vice-President. Prof. Royson Mukwena, NIPA Executive Director and Dr. George Scott AAPAM Secretary General also graced the opening ceremony. Delegates from Ghana, Kenya, Kingdom of Lesotho, South Africa and the host country Zambia attended the training.

The training's main aim was to empower public administrators and managers with skills and competencies on promotion of peaceful and inclusive societies in Africa.

Apart from the formal learning, participants

toured the Zambia Freedom Statue and Embassy Park (presidential burial place). Delegates marveled at the honor, artistic touch and symbolism synchronized in designing the presidential burial site of former Zambian Presidents. Besides honoring them, the burial site epitomized their legacy for generations to come.

The training was officially closed by Dr. Roland Msiska, AAPAM President and Secretary to the Cabinet and Head of Civil Service Zambia. He elaborately shared on critical lessons that could be learnt from an eagle. He said that an eagle has a sight for far and near object, trained its young ones, glided in the storm, is faithful and re-grows itself when it reaches 40 years amongst other tributes. In the same manner he called on public servants and stakeholders to focus on future while taking note of the present, invest on training upcoming generations, harness on challenges to create opportunities, re-evaluate and transform themselves continuously for renewed energy besides being patriotic and faithful in their service. A representative of the Zambia Tourism Board which co-sponsored the cock-tail that marked the end of the training also made remarks with an emphasis on inviting the delegates to explore Zambia's historical, cultural and geographical sites.



Building Accountable and Inclusive Institutions: Challenges and Opportunities for the African Youth

By Julie M. Mutunga- Assistant Programme Officer AAPAM



The African Association for Public Administration and Management (AAPAM) in collaboration with the Ministry of Public Service, Youth and Gender Affairs, Kenya, organized the Young Professionals Network forum focusing on 'building accountable and inclusive institutions: challenges and opportunities for the African youth' at Sovereign Hotel-Kisumu, Kenya from 12th to 14th June 2018. The forum enlisted the participation from, Kenya, Somalia, Tanzania and Zambia. Gracing the official ceremony were Mr. Simon Angote, representing, the Principal Secretary, State Department for Public Service and Youth, Mr. George Mbogo Njiru, Nyanza Regional Youth Coordinator, Dr. John Obiero Ogone, County Executive Committee Member in charge of Education, ICT and Human Resource Development, Kisumu County and Dr. George K. Scott, AAPAM Secretary General.

Dr. John Obiero Ogone, welcomed participants to Kisumu County on behalf of the Governor of Kisumu County. In his address, he welcomed AAPAM's selection of Kisumu county to host the YPN programme, citing flagship programmes established by the county with specific reference to the youth. These programmes include; civic education (to enhance youth participation in county affairs); social protection at the county assembly; capacity building of the youth through youth polytechnics; scholarships and bursary schemes. These programmes he noted, contribute to youth capacity development. In his address, AAPAM Secretary General reiterated the Associations commitment to the youth agenda through the creation and support of mentorship and capacity building programmes for YPN members.

Since the establishment of the YPN in 2006, AAPAM has encouraged youth participation

in governance programmes at the annual roundtable conference, where they have a specialized plenary session. Through AAPAM's efforts and in partnership with other stakeholders such as the Commonwealth Secretariat, and African governments, over 30 YPN members have attended various programmes programmes including annual Roundtable conferences and the first YPN conference, held in 2014. AAPAM has also encouraged YPN members to take up leadership in the network by commissioning a 4-person executive committee with regional representatives from East, West and Southern Africa.

The salient question at the forum was the challenges and the opportunities the youth had in the public service and participants had a lot to say. The pervading issue facing the youth in Africa is unemployment. This forum was cognizant to the fact that the unemployment index in the Africa is teetering alarmingly close to 60%. The African Youth Charter and the New Partnership for Africa's Development (NEPAD) strategic framework towards the African Youth decade further raises challenges of relevant, accessible quality education, decent and productive employment and challenges of participation, youth leadership and institutional frameworks. Evidently a gamut of challenges abounds and with Africa's youth population projected to be 830 million by 2050, it is necessary to involve the youth in the socio-economic development conversation to ensure that this demographic spell promise and not peril.

Through the conference presentations and discussions, it was apparent that policies which provide the strategic road map for increasing youth participation in governance and development are in existence. The 2006 Kenya National Youth Policy for example,

gives tangible recommendations such as sensitizing national policy makers on the need to identify and mainstream youth issues in national development, mentoring youth to be just and morally upright citizens and promoting honest hard work and productivity among the youth. The theme of the 2018 International youth day, 'creating safe spaces for youth' for inter-generational dialogue, similarly recommends an inclusive approach in governance.

Speakers encouraged participants to be governed by the African Charter on Values and Principle of Public Service as well as different national laws and service Charters. Evidently, policies that encourage youth participation were in existence, the implementation of these policies is what remained a challenge. In addressing this challenge, YPN members called for political will and action to encourage youth participation in governance noting that Africa's future depends on how the continent and the international community moves from stated intent to urgent action giving special priority to those policies that give the Continent a competitive edge through its youth.

During the case studies session, participants shared their experiences in the public service, which mostly involved what is popularly known as grunt work i.e. taking minutes, filing, drafting which seemingly under-utilized their educational skills and knowledge. In response to this concern, speakers shared their humble experiences in the public service, which were similar to the ones faced by young professionals now, and the numerous opportunities which they created. This convergence demonstrated the importance of processes of leaning in public service and challenged the youth to be more proactive in finding opportunities for growth and job satisfaction in the public service.

YPN members recommended a firm commitment to young professional's capacity building and participation in governance. They further called for a renaissance in young professionals attitude towards public service noting that *'public service is not a profession for wealth creation, public service is about service.'*



The Second Edition of the African Forum of Territorial Managers - Saida, Kingdom of Morocco

By Clifford Ogutu, AAPAM Research and Consultancy Assistant



Delegates at the African forum

Over 250 (two hundred and fifty) participants gathered in Saida, Morocco for the second edition of the African Forum of Territorial Managers and Training Institutes targeting Local and Regional Governments between 25th - 26th April 2018. The theme for the forum was “Mobilization for the development of the human capital of local and regional governments: a key requirement for the attainment of the Sustainable Development Goals.” The two-day event took place at Believe Hotel and was hosted by United Cities and Local Governments of Africa (UCLG Africa) the Africa Local Governments Academy (ALGA), in collaboration with the Ministry of Home Affairs of the Kingdom of Morocco and the Association of Regions of Morocco (ARM). AAPAM was represented in this special forum by Clifford Ogutu, the AAPAM Research and Consultancy Assistant

The forum was officially opened by Mr. Abdenni BIIOUI, President of the Oriental Region. The participants were drawn from over 35 countries and they

included ministers, presidents of associations of local and regional authorities, presidents and directors of training institutes, senior staff of local and regional administrations, experts in local governance, components of civil society and the private sector across Africa.

The forum put emphasis on the need to optimize in human capital to ensure local government trades are integrated among the first career selections of young Africans entering into professional life. Various presenters underlined the symbolic implication of holding this forum in Saida which is in Orient region. The region has played a leading role in the movement of African countries against colonial rule, in the strengthening of relations between Sub-Saharan Africa and Mediterranean Africa and in building an African conscience.

The forum deliberated on multiple issues including: investment in the human capital of African public administrations; cooperation

to improve the human capital performance of local and regional governments in Africa among other areas of interest. Participants recommended for mobilization of the human capital of territorial administrations for the development and economic attractiveness of territories across the continent.

In keeping with the participants expectations, the organizers of the forum blended interactive models of learning which included plenary discussions, group discussions among others. The forum participatory approach was evident as the various panelists expansively ensured that the audience was propelling the discussions and the queries that could not be definitely answered were well argued out.

The forum also gave human resource managers an opportunity to carrying out their general assembly of the African Network of Human Resources Managers of Local and Regional Governments, namely “Local Africa HR-Net.” A total of 28 human resources managers of Local and Regional Governments drawn from 20 African countries participated and deliberated extensively as far as Human resource management is concerned in the general assembly.

The forum delegates marked the end of the two-day event by an excursion to different sites in Oujda in Oriental region. The participants toured the famous Oujda Mohammed IV theatre, Morocco-Algeria border line, Oujda cultural festival among other places. A colorful dinner was held to mark the official closing of the forum. Participants were treated to Moroccan hospitality, music and cuisine.

Organization Development (OD) in Africa

By Dr. Noble Kumawu- President ODI and Julie M. Mutunga- Assistant Programme Officer AAPAM



The discourse of Organization Development (OD) is relatively underutilized in the African continent. The topic is viewed as a subset of Human Resource Management (HRM) subject and has continuously shown its importance to modern public administration and management. Organizational Development is defined by Cummings and Worley

(2005) as a system wide application and transfer of behavioral science knowledge to planned development, improvement, and reinforcement of strategies, structures, and processes that lead to organization effectiveness. According to Kumawu and Kraus (2007), OD involves facilitating an organization’s ability to self-reflect, self-regulate and take control of its own processes of improvement and learning with a view to effectively achieving its reasons for existence. From these two definitions, OD can thus be viewed as holistic in principal and practice, in line with the Sustainable Development Goals (SDGs) and the African Union (AU) Agenda 2063’s theme of sustainability and development. There are many OD practitioners / consultants in Africa dating back



several decades. Many of these consultants are however, of the 'expert' types, examples of which include planners, engineers, accountants, human resource specialists and the like. The history of formal and conventional OD consultancy in Africa can be described as dating back to the mid-1980s to early 1990s when the World Bank and other donor agencies made heavy use of and encouraged the governments of African countries to make more use of OD Consultants in their public sector reform programmes.

The history of OD in Africa can be traced back to the last thirty-eight years during which time three generations of OD practitioners can be clearly identified (Kumawu, 2009). They include those contracted and brought into the country, including the author of this paper, by the international donor community and dates back to the mid-1980s. One distinguishing observation of the members of this generation of OD practitioners in Africa is that they were trained mainly outside the continent. The bulk of the second generation of OD practitioners in Africa came from two main sources. Those who went through the OCIC's one to two-week introduction to OD Consultancy Programmes between 1994 and 2001.

Before Organizational Development Institute (ODI) became accredited in July 2015, for twelve years it was partnering with the

University of Cape Coast (UCC), Ghana offering the same courses, they currently focus on Organization Development at post-graduate diploma, master's and doctorate degree levels.

With this background and in view of the African Association for Public Administration and Management [AAPAM]'s commitment to strengthening the capacity of public servants, the collaboration of ODI and AAPAM couldn't have been more appropriate.

The partnership with AAPAM is poised to launch its first project, an OD Consultancy and Leadership Training in February 2019. Designed to be delivered in a blended fashion, distance should be no challenge. The partnership intends to use an "In-Out-In" model which will start with an intensive face-to-face delivery followed by online support and finishing with a second face-to-face component.

AAPAM and ODI are glad to present the Masters of Arts (MA) and Post-Graduate Diploma (PGD) programme on Organizational Development starting from February 2019. The MA and PGD Consultancy Skills Training in OD is designed as a four modular Programme (for the Post-Graduate Diploma) and a six modular Programme (for the Master's degree) courses respectively. The programme is accredited by the National Accreditation Board, Ghana and the International Society for Organisation

Development and Change (ISODC), USA besides being affiliated to the University of Cape Coast. The program will be conducted in Ghana and Kenya.

The benefits of training as an Organizational Development practitioner / consultant, includes but not limited to:

1. Becoming a professional consultant
2. Equipped with relevant knowledge and skills to undertake the following:
 - Write Consultancy proposal
 - Organisational Culture Assessment
 - Organisational Effectiveness Assessment
 - Strategic Planning
 - Coaching
 - Dynamic Team Building
 - Assess and strengthening clients' emotional intelligence
 - Undertake large systems intervention
 - Conduct Management and Leadership Development intervention
 - Establish a consultancy business
3. Gain a career for life even after retirement.

For more details visit AAPAM Website www.aapam.org and www.odinstitute.edu.gh

Transforming Performance Management Competency to Ensure Inclusive Service Delivery

By Clifford Ogutu, AAPAM Research and Consultancy Assistant



Delegates at the UMI seminar, Kampala, Uganda



The African Association for Public Administration and Management (AAPAM) in collaboration with the Uganda Management Institute (UMI) organized an executive course on ‘transforming performance management competency to ensure inclusive service delivery’ from 10th-12th July 2018 at UMI in Kampala, Uganda. The three-day course was well received evident from the high registration and attendance by the delegates. The course was attended by senior and middle government officers from Uganda, Kenya, Sudan, Ghana and Lesotho. High profile public administrators and managers including the Clerk to Parliament Ms. Jane Kibirige were amongst the course participants.

The executive course was officially opened by Mr. John Mitala, Head of Public Service Uganda. In his opening remarks, Mr. Mitala noted that the role of public service in inclusive service delivery cannot be over-emphasized. He advanced that various African countries have central institutions in society which

spearhead development, ensure social order and act as custodians of good governance. They play vital roles in managing society and through service delivery determine to a great extent the quality of life of citizens across the continent. He challenged the participants to always put the people first because that is the sole mandate of public servants.

Speaking on behalf of AAPAM, Dr. Scott, the AAPAM Secretary General stressed that effective service delivery to the citizenry, needs an efficient performance management of the public service. This, he averred required public sector institutions to have well trained, skilled human resources as well as appropriate workplace values such as competition, strong customer focus, and a commitment to accountability.

The course aimed at empowering participants with knowledge, skills and attitudes cardinal to the transformation performance management to ensure inclusive development is achieved. Delegates shared their country

experiences on successes and challenges in public service delivery. It was underscored that African governments needed to ensure that public services were delivered with integrity besides being positioned around the people and receptive to their needs, particularly the needs of the most susceptible. It should promote greater transparency and enabling ordinary citizens to assess good, quality and effective basic services to make their lives easier and better.

The Minister of Justice and Constitutional Affairs, Uganda Honorable Kahinda Otafiire officially closed the course. He urged the participants to be service oriented in achieving inclusive service delivery. He echoed that service delivery is the yardstick guiding all government interventions.

Early in the week, visited the famous Manugong’o Shrine, home of the martyrs and Jinga city to see the source of river Nile. A closing dinner comprised of sumptuous Ugandan cuisine and live music marked the end of the course.

Ibrahim Governance Weekend: Public Service in Africa

By Julie M. Mutunga- Assistant Programme Officer AAPAM



Delegates at the Mo Ibrahim Governance Weekend Next Generation Forum -Kigali, Rwanda

This year, (AAPAM) Young Professionals Network (YPN) members had an opportunity to participate in the Ibrahim Governance Forum which was held in Kigali, Rwanda from 27th to 29th April 2018. The Ibrahim Governance Weekend is the flagship event of the Mo Ibrahim Foundation, held every year in a different African country.

The three-day event convenes prominent African political and business leaders, representatives from civil society, multilateral and regional institutions, philanthropists as well as Africa’s major international partners to debate issues of critical importance to Africa. The 2018 forum focused on ‘Public Service in Africa’. In attendance were the President of Rwanda, H.E. Paul Kagame, Mr. Mo Ibrahim (the founder and chair of the Mo Ibrahim Foundation), H.E Ellen Sirleaf Johnston (Former President of Liberia and 2018 Ibrahim Prize Laureate), Hailemariam Desalegn (former Ethiopian Prime Minister), H.E Mary Robinson (former President of Ireland) among others.

In reference to the theme, the President Paul Kagame, in his opening remarks, highlighted the importance of independent governance institutions and professionalism in the public service, this he believed played a significant role in reforming the public service in Rwanda, this principal also governs his leadership at the helm of the African Union.

Next/ Now Generation Forum: Perspectives from the AAPAM Young Professionals Network (YPN)

It is worth noting that the Foundation saw it fit to include the Next generation/ Now generation of leaders in the governance agenda, further reiterating the strategic importance of the youth in nation building. Data reveals that youth below 25 years make up more than 60% of population in the Africa. Therefore, efforts towards education and employment dominated conversations on youth agenda and policy. At the Next generation forum, a smaller demographic below 35 years, working in the public or private sector had the opportunity to escalate the conversation beyond the norm. Suffice it to say that the combined experience, willpower, skills and abilities represented at this forum, was a positive indicator of reform in the public sector. By candidly answering forum questions and probing existing practices, next generation leaders demonstrated a paradigm shift from that which expects governments to provide all services to citizens, as prescribed in the ideal social contract, to a more progressive partnership model



which places responsibility on the citizens as consumers of public services, and other non-state actors in the realization of sustainable development. In other words, the next generation demographic, is willing to pay higher taxes for service delivery.

With the willingness to forgo certain comforts to receive better services, this demographic is equally vigilant to ensure that governments remain accountable and ethical in their practice. It is a sober reality that indeed higher government spending does not necessarily translate into better governance. According to the Ibrahim Public Service in Africa report 2018, countries such as South Sudan, Equatorial Guinea, Zimbabwe and Burundi which recorded high rates above 24% of government expenditure ranked poorly in the 2016 IAG¹. From this data, it is possible to deduce that increasing the tax base may not necessarily address the issue of service delivery. How then can young professionals ensure that systems entrusted to appropriate resources remitted to governments meet citizens growing demands?

While economic institutional and political institutional reform remain a top agenda for many African governments since the late 90s to date², next generation of leaders advocate for an active citizenry committed to executing their civil rights by voting for credible leaders. An

informed citizenry is also a focal point for meaningful participation. Next generation leaders support the Open Government Data initiative embraced by African governments to provide timely and accessible information to all citizens. The role of ICT and innovations is vital in opening government data. In the practice of public administration ethics and accountability are integral, for this reason, young professionals commit themselves to conduct themselves as prescribed in the African Charter on Values and Principals of Public Administration.

A striking correlation was noted between public servants' pride and satisfaction with their career choice in the public service and output recorded. Mauritius for instance is noted by Global Integrity as the only county where public servants are appointed and evaluated purely based on professional criteria. In my personal assessment, delegates from Mauritius, Cape Verde and Ghana expressed unparalleled pride and satisfaction in their public service career. Interestingly, Mauritius ranks first in Africa with 81.4 points followed by Seychelles with 73.4 points, Botswana with 72.7 points and Cape Verde ranks 4th with 72.2 points³. Mauritius is also the only country to improve based on the index. It is worth noting the integral role public servants play in the overall performance of governments.

The 2018 United Nations Public Service Forum - the Hallmark of Global Public Service Synergy.

By Jessica Omundo, AAPAM Programme Officer



Delegates at the UN Public Service Day, Marrakech, Kingdom of Morocco

The African Association for Public Administration and Management (AAPAM) participated in the 2018 year's United Nations Public Service Forum and Award held from 20th to 23rd June in Marrakech, Kingdom of Morocco. AAPAM's President, Dr. Roland Msiska and Programme Officer, Ms. Jessica Omundo were part of the 750 (Seven hundred and fifty) delegates who participated in the forum which was hosted by the Government of the Kingdom of Morocco through its Ministry of Administration Reform and Civil Service of the Kingdom of Morocco and the United Nations Department of Economic and Social Affairs (UNDESA),

through its Division for Public Institutions and Digital Government (DPIDG). The Forum which was attended by delegates over 100 countries across the was premised on the theme 'Transforming governance to realize the Sustainable Development Goals'. It was composed 20 events, including a ministerial roundtable, workshops, side events and an exhibition of the 2018 United Nations Public Service Awards (UNPSA) winners, local cooperatives and artisans. Partners such as African Union, African Training and Research Centre in Administration for Development (CAFRAD), Islamic Educational, Scientific and Cultural Organisation (ISESCO), Governance Institutes Forum for Training in the Middle

East and North Africa (GIFT-MENA), Government of Spain, Government of France, Organisation for Economic Co-operation and Development (OECD), Regional School of Public Administration (ReSPA), United Nations Development Programme (UNDP), United Nations Institute for Training and Research (UNITAR), United Nations Entity for Gender Equality and the Empowerment of Women (UN Women), and United Cities and Local Governments of Africa- African Local Governments Academy (UCLG- ALGA) also organised parallel sessions.

In the forum, it was noted that only 12 years were remaining to the deadline of the 2030 Agenda hence the need to upscale the

¹http://s.mo.ibrahim.foundation/u/2018/04/27183134/2018Forum-Report.pdf?_ga=2.88929437.701907038.1528707333-1421927869.1519224305

²https://www.afdb.org/fileadmin/uploads/afdb/Documents/Publications/WVPS_No_264_Institutional_Reforms_and_Economic_Outcomes_in_Africa_Z_docx.pdf

³http://s.mo.ibrahim.foundation/u/2017/11/21165610/2017-IAG-Report.pdf?_ga=2.253935240.1053667523.1529304753-194749718.1503482146



implementation of the goals by governments. The communique recorded that so far 64 countries have presented voluntary national reviews at the High-Level Political Forum (HLPF) and shared their achievements and challenges. It further underscored that transformation and inclusion are at the epicentre of the 2030 Agenda.

The forum participants explored, discussed and exchanged ideas and innovative practices on contemporary issues affecting the world within the context of the SDGs. Some of the recommendations from the forum include, the need for a fundamental rethinking of society to deliver on the SDGs; governments leveraging on the opportunities of technologies to harness the fourth industrial revolution while addressing present and future risks; policy makers should be aware of the importance of harnessing synergies while addressing trade-offs among the SDGs to accelerate the achievement of the 2030 Agenda; leadership is at the core of strong institutions; increased collaboration amongst stakeholders is important; and empowerment of women in all spheres of life including the political, social and economic, is essential to promoting their participation in society, and central to achieving SDGs among others.

Schools of public administration and training institutes also requested that the United Nations support global and regional knowledge sharing and peer-to-peer exchanges to promote greater regional and global continued dialogue, partnerships and knowledge exchange on SDG curricula and learning models. They requested the development of a guidance framework on SDG competencies at the global level as well as curriculum models and cases from regions or countries on current SDG curricula for public administration schools.¹

Delegates who attended the attended Side Meeting of the Global Initiative of Schools of Public Administration: Mainstreaming the SDGs in their curriculums by UNDESA

United Nations Public Service Awards (UNPSA)

The forum also celebrated the 2018 UNPSA winners. The award program was initiated to promote and reward innovation and excellence in public services in support of the realization of the SDGs and the principle of 'leave no one behind', which is at the core of the 2030 Agenda for Sustainable Development. The UNPSA Programme has grown since its inception in 2018, 437 nominations from 79 countries were received. Out of the received nominations, 343 met the eligibility criteria.

This year's awards were in three categories namely, reaching the poorest and most vulnerable through inclusive services; making institutions inclusive and ensuring participation in decision, and; promoting gender responsive public services to achieve the SDGs.

The winners were from Indonesia (Asia and the Pacific), Austria Western Europe and other Groups), Republic of Korea (Asia and the Pacific), Colombia (Latin American and the Caribbean Region), Spain Western Europe and other Groups), Kenya (Africa), Thailand (Asia and Pacific) and Switzerland (Western Europe and other Groups).

Delegates who attended the conference also enjoyed the beauty and glamour of Marrakech and most importantly, they sampled the rich Moroccan culture.

Africa Public Service Day (APSD)- Kenya- Public Service Innovations Award

By Julie M. Mutunga- Assistant Programme Officer AAPAM



APSD- Nairobi Kenya

The Ministry of Public Service, Youth and Gender affairs held the Africa Public Service Day (APSD) celebrations under the theme *'Innovation for Social Economic Development, Towards an All Inclusive Society'* on the 28th of June 2018 at the Kenyatta International Conference Center, Nairobi. The ceremony which was presided over by the Principal Secretary, Gender Affairs Hon. Safina Kwekwe, saw public servants from different ministries congregate to recognize the values and virtues of service to the community. Public service innovations feature predominantly in the APSD. This year's

innovations focused on Kenya's 'Big Four' Agenda; manufacturing, food security, Housing and Health The 'Big Four' Agenda prioritized by His Excellency President Uhuru Kenyatta, has an action plan which envisions a food secure country with universal health coverage, affordable housing for all and a significant focus on the manufacturing industry. This agenda builds up on the Third Medium Term Plan (MTP) 2018-2022 to transform the country into a middle-income country and raise the GDP by 20%.

The Ministry of Public Service, Youth and Gender Affairs received thirty-Six (36)

submissions from government ministries, agencies and county governments. AAPAM joined an esteemed panel of adjudicators drawn from the public service, private sector and Civil Society Organization (CSOs). Adjudication focused on compliance to the 'Big Four' Agenda, Sustainable Development Goals (SDGs), African Union Agenda 2063. Evaluation was also based on the relevance, sustainability and reliability of the innovation.

KENTRADE won the best Public Service institution with the *Kenya Trade Net System (Single Window System)* under the manufacturing category. Kenya Trade Network Agency (KENTRADE) is a state Agency under the National Treasury that is mandated to facilitate cross border trade. The innovation, which was launched in 2015, addresses the challenges related to processing of import and export cargo by digitizing and automating trade transactions. The systems brings together stakeholders such as financial institution (banks, mobile payment solutions), the Kenya Revenue Authority (KRA) iTax System and the Governments e-Citizen registrants, thus providing an end to end electronic cargo documentation platform. This innovation has enhanced accountability in terms of revenue collection for government

¹United Nations Public Service Forum Draft Communique



and reduced the cost of conducting business in Kenya from 2-3 day to about 15 minutes, a notable contribution to service delivery.

In the course of adjudications, the role played by young professionals in driving innovations in the public service was evident. In most of the ministries and agencies visited by the adjudicators, young professionals played key roles in the formulation of the innovations. It was apparent that young professionals had the full support of their supervisors.

For innovations to thrive, there must be an enabling environment to imagine and create solutions to issues in public service. Many of the innovations focused on processes (procedural), that is, how to simplify process and increase efficiency in government operations. Innovations such as the Integrated Financial Management Information System (IFMIS) and Project management interventions presented relevant solutions to day to day operations.

Innovations in the Kenyan public service and in the continent, admittedly have the high standard of the Huduma Centers to compete with but nonetheless innovations abound.

Interventions that particularly stood out include:

- Maarifa Center (Service Delivery) 1st runners up – under the Council of Governors, is a knowledge sharing and learning platform that captures lessons and experiences from the 47 County Governments. This is done through collating, sharing and promoting the application of best practices, experiences, lessons and innovations from all counties and other countries in order to improve service delivery and effectively influence policies that promote devolution and the welfare of citizens.
- National Treasury's M-Akiba (Service Delivery) 2nd runners up- this is a mobile application platform that allows citizens to buy and sell government bonds. This application has brought government services closer to the people inadvertently educating citizens on financial investment.
- Speech books (Service Delivery)- developed by an enthusiastic team at the Council of Governors, this intervention

saw the inaugural speeches of the 47 governors but in a book format for posterity.

- Poultry project (Food)- overseen by the Coast Development Authority, build a carriage to transport poultry safely to markets. The carriage can be mounted on vehicles and motorcycles.
- Parliamentary seat (Manufacturing)- Developed by Kenya Prisons, presents an economic and environmentally friendly alternative to carpentry and upholstery seat for parliament. This project rehabilitates inmates by imparting training and skills in manufacturing. This project has been replicated in different countries.
- Uterine Balloon tamponade (Health) – Spearheaded by the Garissa County Health department, is a medical device that can be used to treat Postpartum Hemorrhage in low resource settings.

We are glad to announce that the Republic of Kenya will be hosting the African Public Service Day (APSD) on June 23rd, 2019. More details will be provided on www.aapam.org

The New Public Management Model, Leveraging Women in African Public Service

By Julie M. Mutunga- Assistant Programme Officer AAPAM



According to the United Nations Statistics Division on World's Women 2015, globally, men outnumber women by 62 million, in the younger age groups, men outnumber women, however in the older age group, women outnumber men. In countries such as the US, women make up 50.8% of the total population, in Sub-Saharan Africa women form more than 50% of the population¹. Despite the seemingly narrow margin in population

¹World Bank Data 2014

size, gender disparity is noted in 5 key areas:

- Leadership (Political participation, Power and decision making)
- Education (Access to quality education)
- Work (Access to competitive positions)
- Economic ability
- Governance and National planning

Taking cognizance of the existing gaps in gender equality, Africa has led efforts to address gender inequality on a continental level through the African Union. In 2015, the Africa Public Service Day (APSD) focused

on the Role of Public Service in Women Empowerment, Innovation and Accessible Service Delivery. The theme arose from the declaration by the African Union Heads of States and Governments naming 2015 as the year of Women Empowerment and Development towards Africa's Agenda 2063 and 2016 as the year of Human Rights with emphasis on Women Rights². Agenda 2063 and the Sustainable Development Goals (SDGs), underscores gender equality as a human right. The world is embracing the cardinal role women play in achieving the development agenda.

Gender inequality pervaded for decades with women accepting the status quo, that leadership and politics was the preserve of the men. Gender inequality has presented itself in different ways worldwide, 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 and laws such as affirmative action, gender mainstreaming and

²24th AU Summit



representative of their citizens, thus the concept of representative bureaucracy, which calls for equal representation of the demographic. This rationale edifies the need to have women in public service.

In public administration, bureaucracy is the order of the day, feminist scholar Kathy Ferguson, (*The feminist case against bureaucracy*, 1988) argued that bureaucracy was not ideal for women as the system was unlikely to empower women to succeed. Similar notions are held by Camilla Stivers (*Gender Images in Public Administration*, 1993) who puts forward that women are kept away from leadership positions primarily because, leadership is associated with societal masculine traits such as assertiveness and shrewdness, that contravene the societal feminine traits of caring that are associated with women. Feminist scholars argue that due to the male centered bureaucratic system and the duality of women's roles as nurturer's and caregivers in the society, they are viewed as less apt for public service and in specific, leadership in public service. This myopic view contradicts the concept of representative bureaucracy which largely denotes women in public service.

Evidently, discussions abound on the need to involve women in public service and policy making not only because it is the right thing to do, but also because their presence in policy making is critical for the success of policy implementation. It is therefore necessary to examine 4 critical aspects of public service administration: bureaucracy, management styles, legislation and women empowerment.

New Public Management (NPM) responds to the challenges of previous public administration approaches. In the NPM model, values of efficiency, effectiveness and especially democratic values are prominent. Gender is a strategic action point in the NPM model, by embracing outputs and results over procedure, much like those in the private sector, encompassing mechanisms such as performance-related pay and more flexible working practices, resonate with the needs of women in public service.

Perceptions of how leaders are supposed to behave are changing from historically masculine to what was historically perceived as feminine traits. Management consultants are embracing strategies such as listening

and participative leadership management. Assertiveness as a leadership trait has largely given way to participative management ideas where employee empowerment is far more important than control of employees. Therefore, the stereotypic discussion of a male vs female assertive/caring dichotomy has little value, as organizations embrace principles of participative management that essentially favor caring and listening over assertive characteristics.

The strict separation that exists between the private sphere and the public sphere is gradually becoming demystified as women in the workplace embrace that their ability to excel in their careers is largely dependent on how well they negotiate their roles at home. Just as in Maslow's hierarchy of needs, meeting basic needs allows for movement up the scale, in the same way does women need to meet basic responsibilities, this gives women the confidence and grace to meet organizational ones. This view opens room for conversation on how to build a bridge between private and public life, in work-life balance.

Mrs. Bridget Jubilee Katsriku- AAPAM Vice-President West Africa and the immediate past Chairperson of the Public Services Commission of Ghana.

By Julie M. Mutunga- Assistant Programme Officer AAPAM and Pearl Offeibea Twum- Public Services of Ghana /YPN Deputy Chair Person



Mrs. Bridget Jubilee Katsriku had over forty-three years of dedicated and distinguished service in the Ghana Public Service. Her most recent post was Chairperson of the Ghana Public Services Commission, a position she was appointed to by the late President John Evans Atta Mills in 2011 after having served as the Vice-Chairperson of the Commission for two years. This appointment established her as the first woman ever to hold both positions.

Before joining the Commission, she progressively held senior leadership positions in the Ghana public service including; Chief Executive Officer of the Ghana AIDS Commission, which she has established almost singlehanded, Director of Policy Planning, Monitoring and Evaluation, Chief Director (Principal/ Permanent Secretary) of the Ministries of Employment and Social Welfare and Tourism of Ghana. She initiated and chaired many policy development programmes including the policy on tourism development, Labour-Management Relations, NGO –Government relations, Ageing, Human Resource Management Policy Framework and Manual and also established the Human Resource Management Practitioners' Network of the Public Services, Ghana (HR-Net).

In 2012, Mrs. Katsriku was elected to the AAPAM Executive Committee as the Vice-President for West Africa and has since been a devoted member representing the West African region. She has also served as a Board member of the Commonwealth Association of Public Administration and Management (CAPAM) and the Ghana Institute of Management and Public Administration (GIMPA). Recently, as a recognition of her excellence in public administration, Mrs. Katsriku was appointed (in 2018) to the United Nations Committee of Experts on Public Administration (CEPA)

The seasoned public servant recently retired from public service after an impressive track record in leadership, mentorship and service delivery. The AAPAM fraternity congratulates Mrs. Katsriku for her achievement nationally and internationally. We took some time to discuss with her some of the achievements, challenges and lessons learned in the course of her public service career.

1. When did you join the Public Service? What was your title?

After serving for two years at the National service as a teacher in one of Ghana's Senior High Schools in a rural area, I applied and got employed in the Ghana Civil Service. This was after taking a competitive entry exam and interview. I was appointed to the elite Administrative Class as Administrative Officer Class 4 in September 1975.

2. You are the first female appointed chairperson for Ghana's public services commission, tell us more about this?



After serving in various key positions, I was identified and appointed as the first female Vice Chairperson of the Public Services Commission (PSC), a position I held for two years. In February 2011, the substantive Chairperson retired, and I was moved into the Chairperson position, after due process. In his statement at my commissioning ceremony, the late President John Evans Atta Mills said “Mrs. Katsriku, you are being appointed on your own merit and not on any political consideration. You deserve it” This statement by His Excellency the President gave me the impetus to work harder to bring significant change into the Ghana Public Service, especially in the area of Human Resource Management (HRM) and service delivery.

3. How did you handle change in political administration?

The Civil Service and for that matter the public service must always be, and be seen to be, impartial in their relationship with all governments, be they the out-going or in-coming. Therefore, political transitions should not make any difference in the operations of civil servants. Our role is to serve the government of the day. What is important is to learn to adjust to the policies and strategies of the incoming government. Secondly, it is also important to help the incoming government to know and appreciate on-going policies, projects and programmes without biases but by making genuine and objective rationalization if they must be sustained and recommendations for their continuation or otherwise. In summary, this is how I have managed the political administration when there was change.

4. Earlier in January, you argued that the public service of Ghana was in need of more human capacity, contrary to the view of ministers that the service was bloated, kindly elaborate how this impacts employment in Ghana?

Like any public service in the world, Ghana’s public service is made up of several institutions that provide essential services to the people of Ghana. I said the public service was not over bloated for two main reasons. Firstly, it is likely there is over bloating in some segments of the public service, but that cannot be generalized. A human resource audit carried out in the key services in 2015/ 2016 revealed that while staffs in agencies in the regional capital cities are considered too many, similar institutions in the rural areas, where we have the majority of the population, are grossly understaffed. This situation hinders the effective provision of such services to the people who need them most. For example, in some villages, basic schools are without adequate number of teachers, while in some cities there may be as many as two or three teachers per a class. The story is not different with the health service in rural areas. There is need therefore to create a balance in staffing between the cities and rural areas through realignment and not retrenchment as would have been the case if there were over bloating.

Secondly, the public service lacks some essential skills such as policy analysis, data management, ICT, human resource management, monitoring and evaluation and leadership skills. This would mean training and retraining existing staff at all levels to make them more productive and not to retrench them. While it must be true that a large number of staff are under engaged, I think it is due mainly to weak or unprofessional human resource management practice and supervision.

5. In your opinion what is the biggest challenge in the African public service and what would you recommend addressing this challenge?

There are many challenges confronting the African public service today. I will limit myself to only three major ones.

- i. Excessive politicization in contrast to professionalism; To reduce, if not completely eliminate politicization, recruitment and merit based promotion systems based on open competition and transparency, administered by politically independent public service commissions should prevail. Performance incentives based on objective performance management systems with rational rewards linked to performance must be encouraged. Behavior codes or codes of conduct must be vigorously pursued to promote professional behavior and to minimize favoritism, etc.
- ii. Poor governance culture; this must be addressed by adherence to principles of good governance such as accountability, transparency, fairness, adherence to rule of law etc.
- iii. Lack of coordination and collaboration among institutions; The leadership of public service institutions must learn to work together, with the understanding that collaboration breeds strength and multiply instead of disintegrating developmental gains.

6. You were recently appointed to the United Nations Committee of Experts on public Administration (CEPA) congratulations- tell us more about this

When I received the information that I have been nominated to CEPA, I was shocked but at the same time excited. At the time the nomination was made I had less than one year to retire from service. Therefore, I had to inform the UN that I was going on retirement soon and could not take the position. However, again I was pleasantly surprised when I was told that the nomination was not tied to my position but to my own personal merit. As a member of the Committee, I am responsible for supporting the work of ECOSOC concerning the promotion and development of public administration and governance among Member States notably in relation to the 2030 Agenda for Sustainable Development and in support of the implementation and progress reviews of the Sustainable Development Goals.

7. Any advice you can give to:

a. Young professionals in the public service

My advice is that they should work hard and aim high. They should be humble and disciplined and be guided by the values of integrity and honesty. They should not be in a hurry to make money and live big. In other words, they should not make money the main focus of their work but rather work hard and money will come chasing them. In their duties, they should try to go the extra mile to accomplish their tasks efficiently and effectively.

b. Women in public service

They should work hard and go the extra mile if they want recognition. They should be women at home and men on their jobs, despite their biological differences. What they need to know is that they brains just like men. In other words, if they have to compete with men at work, they should not see themselves as women but as human beings like men. They should acquire knowledge on their own, especially in their professional areas. That will give them confidence, self-actualization and the impetus to attract attention of good bosses and the powers that be.

c. Leaders in public service

I would say that they be courageous, fair, honest, committed and ethical besides taking their job as their own by leading their staff to help them succeed. They should not be afraid to tell truth to power. They should seek help when necessary, even if from their subordinates. Above all they must be daring and innovative in changing the ways things are done in



their organizations. They must not cling to old approaches to solving emerging problems under the guise of public service rules. They must adopt and adapt technological approaches to problem solving because that is the way the world is going and they must make sure they are not left far behind.-

8. With a demanding role in the public service, how did you balance work and family obligations? Can women have it all, work and family?

Balancing work and family life is a daunting task for women. A woman has to be strong in character, capacity, faith and in health, resilient, determined and caring to be able to surmount all the vicissitude of being a wife, a mother and a professional. Without those values, the balancing act is rather unattainable. At the junior levels it was not as difficult for me to balance family and work, as I could work at my own pace within the working hours, close and arrive home early enough to have time with my young kids, helping them with their school work and making sure that they keep to the routine of good behavior. However, at the middle to the top leadership positions, the situation had not been the same. Being a workaholic, I was taking work home most of the time. I had less and less time for my children, especially the youngest. I remember one day she had brought her homework to me to check and I was so tired I told her I could not and she told me something I never forgot. She got angry and said to me “you mum it is only work you know. You come home you eat and work and you don't care about me.” In fact this statement hit me like a thunderbolt. Even though I continued to take work home, I had to sacrifice time to make sure that I did not give any excuses to attend to her needs, as at that time I had reached the top and she was the only one at home. Managing my husband was equally daunting, especially when he was also at the top of his career and expected to have me at home before he came back

from work to be served. There were a few problems which were quickly addressed through dialogue. It is important to say however, that I had a very supportive husband, who could cook his own meals when I was not available at home or too tired to provide the needed service.

Women are capable of raising their families while they work successfully in their chosen careers. However, they need support from their husbands and bosses as well as the society at large to be able to have it all.

9. Any advice on how to improve the AAPAM National Chapters?

The National Chapters should be the backbone for AAPAM. Strong National Chapters would lead to a formidable organization of AAPAM. I would, therefore, advise the leadership of the National Chapters and the Heads of Services to make time and get more involved in the chapters. They should create an enabling environment that makes it attractive and beneficial to members.

10. What are your future plans?

I am now 70 years old. Having spent 43 years in public service, I think I have paid my due to my country. What I planned to do now is to spend more time with my family especially my grandchildren. However, I have started coaching the HR. Department of a tertiary institution and wish I could do same with some public service institutions, where HR practice is weak. God has been very good to me and so I want to devote sometime in my Church programmes, especially, mentoring the youth and women.

Finally, I have started writing my auto biography which I intend to publish in two years.

11. One word to describe your public service career?

Resourceful.

Milestones in the Ethiopian Public Administration: The Conclusion of KU Leuven and Ambo University Partnership

By Steve Troupin, IIAS Executive Secretary and Strategic Project Officer



Delegates following proceedings during the opening ceremony (Front: Meheret Ayenew, leading figure of the field of Ethiopian Public Administration)

The African Association for Public Administration and Management (AAPAM) attended the 2018 National Public Administration Conference organized by International Institute of Administrative Sciences (IIAS) and the Ethiopian Public Administration Association (EPAA). The conference which focused on ‘Administrative Resilience for Sustainable Development in Ethiopia’ was held from 21st to 22nd September 2018 in Addis Ababa, Ethiopia. It was an event marking the conclusion of VLIR-UOS TEAM project between

KU Leuven and Ambo University on strengthening institutional capacity to support public administration and development management programs at Ambo University. It was noted that the project had achieved a number of milestones including; upgraded academic capacity of Ambo University staff members in the field of public management and governance; produced policy-relevant public management and governance research evidence in the areas of: benchmarking at local government levels, leadership of federal civil service organizations, and partnerships

for sustainable development; led a new Master in Public Management and Policy at Ambo University; led to the establishment of the EPAA.

The official opening of the conference was graced by Ambo University President Tadesse Kenea, His Excellency the Ambassador of the Kingdom of Belgium to Ethiopia and Djibouti François Dumont, the EPAA President, Tegegne Teka and IIAS President and member of the United Nations Committee of Experts on Public Administration (CEPA), Geert Bouckaert

In his remarks, H. E François Dumont informed the delegates of the Belgian cooperation to development in Ethiopia, notably through its flagship VLIR-UOS programs contributing directly to the 4th Sustainable Development Goal (SDG) relating to education. He stressed on the relevance of the project, conference and EPAA in delivering Ethiopia through enhanced public administration capacities which is fundamental to the implementation of reform and development initiatives.



Geert Bouckaert in his opening remarks referred to the works of the United Nations ECOSOC which advanced that governance should be effective, accountable and inclusive to enable the realization of all SDGs. In order for public administration to be part of the solution, countries should not copy paste externally imposed solutions, but understand their countries through research first, to inform teaching programs and equip the country with the skills it needs, he stated.

The conference allowed EPAA to reflect on its strategic way forward including partnering and /or joining regional and international associations. Delegates learnt from the various research papers presented in the conference. Most of the papers were drawn from the studies conducted as a result of the partnership between IIAS and Ambo University. Furthermore, delegates were also introduced to AAPAM by the AAPAM Secretary General Dr. Scott and Programme Officer. They shared on a number of aspects on AAPAM including different membership categories relevant for EPAA and its members, and the added value of AAPAM for capacity building and networking.

IIAS Executive Secretary and Strategic Project Officer Steve Troupin also shared on IIAS as an intergovernmental think tank established to design public governance solutions supporting economic development. He stressed on the mission of the association which entailed to organize of high-impact events, production and dissemination of relevant public administration knowledge, conducting projects between members, and accreditation of teaching programs in the field of public administration and governance. He presented AAPAM as the IIAS partner on the African continent.

To end the conference, EPAA held its first General Assembly which included the election of the office bearers. It elected Bacha Kebede-Ambo University as President, Henok Seyoum-Ethiopian Press Agency as Vice-President, Marmawit F/Selase-Addis Ababa University as Secretary, Abera Bedada as Finance officer, Mengistu Tulu as Treasurer, Mulugeta Debebe as member and the outgoing President Tegegne Teka remains member of the Executive Committee. Bahiru Detti and Seblewongel Haregewen were elected President and Vice-President of the General Assembly of EPAA, and Yohannes Abrham as Secretary of the General Assembly. EPAA can now renewing its license and works towards the betterment of public administration in Ethiopia. This will enable it to foster development of Public administration in Ethiopia and beyond.

Evidence Informed Policy Proposals for Cabinet

By Julie M. Mutunga- Assistant Programme Officer AAPAM



Delegates at the Evidence Informed Policy Proposals for Cabinet workshop, Nairobi, Kenya

The African Association for Public Administration and Management (AAPAM) partnered with the African Cabinet Government Network (ACGN) to conduct the Evidence Informed Policy Proposals for Cabinet workshop at the Kenya School of Government from 3rd- 7th September. The programme included participants from Cabinet Secretariat in Ghana, Somalia, Somaliland, Liberia, Sierra Leone and Malawi. The workshop was a result of a long-standing partnership with the African Cabinet Government Network (ACGN) since 2013 at the AAPAM Roundtable in Kigali, Rwanda. The ACGN is a registered international NGO set up by a group of African Cabinet Secretaries to provide peer advice and technical assistance to improve their support for Cabinet decision-making by African Governments. The organization is committed to supporting inclusive, evidence informed decisions and for the past five years has been working with more than a dozen Cabinet Secretariats from East, West and Southern Africa, with support from DFID's Building Capacity to Use Research Evidence (BCURE) program, the Australian Government, the World Bank and UNDP. For more information on ACGN, see: www.cabinetgovernment.net.

The policy development training program was led by experienced ACGN trainers from Australia and Rwanda, with a keynote address from a senior Kenyan academic. Given that the essence of policy making is to resolve problems or take advantage of opportunities, the workshop focused on the need for evidence to inform Cabinet decision-making. Too often, policies fail to take account of evidence of what works and the likely impact of proposals on the nation's social and economic future. Policies are also sometimes result from biased research findings or address symptoms rather than underlying causes of a problem. As a result, some policies fail to address the needs of

citizens, and some fail to be implemented at all.

The workshop reiterated the need for Governments to be informed by accurate data and evidence to make decisions and implement programs that effectively, equitably and justly allocate scarce resources and meet citizens social and economic needs. Evidence therefore is critical to effective policymaking.

The intense programme featured plenary sessions, group discussion, case studies and practical exercises, as well as pre-workshop and final tests, which showed a significant improvement in participants' knowledge and skills over the course of the program. Key concepts discussed included: stakeholder engagement, risk analysis and data analysis to guide policy making. Stakeholder consultation emerged as a sensitive aspect in policy making, with participants agreeing that citizens and stakeholders need to be effectively consulted in policy-making and feedback communicated back to them.

A good policy proposal must provide cost estimates and clearly state all the sources of funding. The use of Public Private Partnerships to raise funds for major projects invoked a debate on how Governments can effectively partner with foreign firms in order to provide opportunities for FDI and employment to benefit citizens.

The program successfully translated the use of evidence from a technical discourse to usable day-to-day tools for personnel involved in preparing policy proposals.

Practical Exercise

We encourage you to take this exercise, drawing from some of the material from the programme:

1. What are the roles of the Cabinet Secretariat and line ministries in



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| <p>developing policy proposals for consideration by cabinet?</p> <p>2. What are 5 most critical issues that every policy proposal should address?</p> <p>3. Why should a ministry consult other ministries when</p> | <p>developing a draft policy proposal?</p> <p>4. When developing sensitive policy proposals should external stakeholders be involved?</p> <p>5. What is the pareto principle?</p> |
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Technical Meeting on the organization of the 5th Edition of the All-Africa Public Service Innovation Awards (AAPSIA) and Reporting Guidelines on the Implementation of the African Charter on Values and Principles of Public Service and Administration

By Julie M. Mutunga- Assistant Programme Officer AAPAM



Delegates at the 5th Edition of AAPSIA and Review of Reporting Guidelines, Mombasa, Kenya

The Department of Political Affairs of the African Union Commission (AU-STC8 Secretariat) in collaboration with the Republic of Kenya, as the Chairperson of the Sub-committee on Public Service and Administration organized a two-day technical meeting on the organization of the 5th Edition of the All-Africa Public Service Innovation Awards (AAPSIA) and Reporting Guidelines on the Implementation of the African Charter on Values and Principles of Public Service and Administration. The meeting was held from 21st- 24th April 2018 in Mombasa, Kenya. It was attended by technical experts on public service from the Bureau Members States of the African Union (AU)-Specialized Technical Committee

(STC) No. 8 Sub-committee on Public Service and Administration namely: (Kenya - Chairperson), (Namibia -Rapporteur), technical experts on Public Service from Service Champion countries (South Africa, Namibia, Ghana, Kenya), AAPAM and the AU-STC 8 Secretariat (Department of Political Affairs - African Union Commission). In his opening address, Mr. Issaka Garba Abdou, Head of the STC-8, thanked the Government of Kenya for convening the meeting reiterating the importance of working guidelines to evaluate the progress of the implementation of the African Charter on Values and Principles of Public Service and Administration. The Charter which

characteristically seeks to improve public service delivery, combat corruption, protect the rights of citizens as users of public services as well as promote good governance and sustainable development in the Continent. The experts were then faced with the uphill task of providing a simple framework, that took into cognizance the different African histories as well as the economic and political realities, whilst avoiding duplications and overlapping.

The meeting analyzed the efforts of the three implementing levels; the national, Commission and Regional. It seemed that the national level, where State are tasked with the adoption of executive, legislative, and administrative instruments to align national laws and regulations to the Charter remained to be a challenge given that since the adoption of the Charter in 2011, only 17 states had ratified the Charter. The AUC continues to work together with the Public Service champions and the sub-committee experts, towards the realization of the establishment of the Conference of States Parties to the Charter.

AUC further informed participants that the 5th edition of All Africa Public Service Awards (AAPSIA) would be held in November 2018. Member states are encouraged to submit application.

The African Leaders of Tomorrow (ALT) Scholarship program

By Julie M. Mutunga- Assistant Programme Officer AAPAM

The African Leaders of Tomorrow (ALT) Scholarship program is a Government of Canada (Global Affairs Canada), and the MasterCard Foundation funded programme 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 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). Since its inception in 2015, 27 students have earned their Master's degree, this was in class of 2017 and now the recent graduates in the class of 2018. Mr. Romuald Guikawuihé Gnao, from the Republic of Côte d'Ivoire graduated from the University of Ottawa with a Master of Arts degree in Public Administration. He shares more on his case study research on citizen participation in the mining sector based on his country Côte d'Ivoire and offers firm recommendations including transformative leadership, inclusive management and citizen participation as strategic approaches to enforce an effective



mining policy. Mr. Gnaboa currently works in the ministry of public service as a project management engineer in Côte d'Ivoire. **Quel rôle peut jouer la participation citoyenne dans le mécanisme de régulation de la politique minière pour une meilleure distribution de la richesse en Afrique ? : Cas de la Côte d'Ivoire**

Dans mon cas, j'ai acquis de solides connaissances dans le mécanisme de déploiement de la participation citoyenne dans les projets miniers qui pourraient au mieux aider les acteurs du continent africain qui interviennent dans la politique minière. Ainsi, j'ai pu analyser le rôle que peut jouer la participation citoyenne dans un processus décisionnel pour la redistribution des richesses minières à travers le thème : *Quel rôle peut jouer la participation citoyenne dans le mécanisme de régulation de la politique minière pour une meilleure distribution de la richesse en Afrique ? : Cas de la Côte d'Ivoire.*

Abordant la situation du secteur minier sur le continent, nous pouvons dire que le début des années 1990, le secteur minier en Afrique est en pleine expansion. Selon l'UA l'Afrique est un continent prometteur dans le domaine des ressources minières en particulier non énergétique, puisqu'elle renferme à elle seule plus de 30 % des matières premières comme (bauxite, cuivre, cobalt, chromite, etc.) (Maréchal, 2013). Cependant comme le relèvent des auteurs comme Allouche et Mohammed en 2017 et Beaucage en 2013, plusieurs pays du continent africain malgré les gisements qu'ils recèlent dans leur sous-sol, ils restent très pauvres.

Cette gueserie dont font face le continent

africain malgré son potentiel dans le domaine minéral est due au fait que ce continent fait face aux conflits internes qui eux-mêmes résultent de la mauvaise gouvernance dans ce secteur (Nzimbu-Makamu, 2015). Tout comme bon nombre de pays africains, la Côte d'Ivoire connaît actuellement un boom minier et cet accroissement de ce secteur pourrait contribuer l'économie du pays (Ministère du Plan, 2015). Cependant, la manque de gouvernance multinationale ou encore la faiblesse des institutions de régulation du secteur minier ivoirien engendre des tensions entre les différents acteurs intervenant dans ce secteur minier (pouvoir public, firmes privées et populations locales). Pour juguler les tensions entre les différents acteurs miniers ivoiriens, il devient important que l'ensemble des structures qui normalisent le secteur minier ivoirien incluent une gestion multinationale qui intégrera tous les acteurs concernés, ce qui donnera un caractère inclusif et une légitimité de ces institutions aux yeux des différents acteurs concernés dans l'exploitation des mines (Bherer et al, 2017). Cette gestion à caractère inclusive peut s'appuyer sur la mise en place de la participation citoyenne (Bherer et al, 2017).

En effet, la participation citoyenne demeure un instrument privilégié qui favorise une approche négociée et imprime l'adhésion des citoyens locaux, ce qui démontre une gouvernance démocratique dans le secteur des mines (Boulanger et al, 2009).

Cette gestion bottom down permet de réduire ou prévenir les conflits sociaux et engendre l'émergence de l'acceptabilité sociale dans une politique minière (Batellier, 2015). En

effet, le déploiement de la participation citoyenne débouche sur un partage entre tous les acteurs de l'information relative aux projets surtout miniers ce qui débouche sur l'acceptabilité sociale. De cette manière, l'acceptabilité sociale est un résultat, montrant que l'ensemble des parties concernées sont totalement d'accord sur le mécanisme de gestion des projets qui concernent généralement les ressources minières.

Cependant pour arriver à ce résultat ultime à savoir l'acceptabilité sociale dans les projets miniers, il faudrait un leadership transformationnel au niveau de l'administration publique (AAPAM, 2016). Cette nouvelle classe à travers la formation reçue dans les universités canadiennes pourra avec l'aide des institutions régionales africaines comme l'AAPAM incrémenter les différences connaissances acquises en matière de new management public dans leurs différentes administrations africaines.



Mr. Romuald Gnaboa

5th APS-HRMnet Annual Capacity Building Conference held from 27th to 31st August 2018

By Savia Mugwanya, APS-HRMnet President

The African Human Resource (HR) fraternity and well wishers were treated to five (5) days of professional dialogue, networking, funfair and site seeing in Kampala Uganda from 27th to 31st August 2018 during the 5th Annual Capacity Building Conference convened by the Uganda Public Sector Human Resource Managers' Network (UPS-HRM-Net) in collaboration with the African Public Sector Human Resource (APS-HRM-Net) and the Ministry of Public Service, Government of the Republic of Uganda. The conference was held in Kampala Serena Hotel, Uganda and it centered on the theme **Human Capital: Sustainable Future For Africa - Agenda 2030 And 2063**". The main objective of the conference was to re-awaken the African HR Fraternity to the implications of the 2030 Agenda for Sustainable Development Goals (SDGs) and African Union (AU) Agenda 2063 in terms of competencies, professional development, and partnerships, best and successful human resource practices, as well as capacity development and leadership of public sector human resource managers.

Participants were drawn from: Benin, Burundi, Central African Republic, Democratic Republic of Congo, Cameroon, Egypt, Ethiopia, Ghana, Ivory Coast, Kenya, Lesotho, Malawi, Mauritius, Morocco, Mozambique, Nigeria, Rwanda, Senegal, Sierra Leone, Somalia, South Africa, South Sudan, Eswatini, Tanzania, Togo, Zambia and United States of America as well as the host Uganda.

The conference was attended by, ministers of public service and other ministers; chief executives of public and private entities; diplomats; development partners; human capital development organizations; policy makers; human resource managers; employers; human resource information system designers and developers; APS-HRM-net young leaders, local government representatives; civil society members; leaders of labour unions; training firms and institutions; trainers from institutes of public administration and civil service colleges; resource persons; consultants; leaders of professional associations.



At the opening, the First Deputy Prime Minister and Deputy Leader of Government Business in Parliament, Uganda Brig. Moses Ali warmly welcomed the delegates to the Conference and to Uganda and was confident they would enjoy the unique and rich culture in the country.

He noted that SDGs and AU Agenda 2063 were a clear painting of the world we want to see and hoped that the delegates would have concrete discussions for advancing the attainment of this picture.



1st Deputy Prime Minister and Deputy Leader of Government Business in Parliament-Uganda Brig. Moses Ali addressing delegates at the official opening

Messages of solidarity from partners like United Nations Department of Economic and Social Affairs (UNDESA), IPMAR-HR, United Cities and Local Governments of Africa (UCLG-Africa), African Association for Public Administration and Management (AAPAM), INTRA HEALTH, IHRM and HRMAU were also read out to the delegates.

The professional dialogue churned out strategic issues including; the need for public service ministries in Africa to support their HR practitioners in service delivery; Engaging in partnerships that have critical focus on 'people'; HR Practitioners enlisting total

mindset change in a multi-generational workforce oriented towards transformation of public services; professionalizing the HR practice to fit the workplace diversity and drive the SDGs and AU Agenda 2063; evidence based and home grown policy interventions; and integration of HR data with business data, supported by transformational leadership.

The conference pointed out that ethics and integrity were cardinal foundation for strong and effective institutions. Three (3) critical lenses for HR going forward were noted as; business acumen; innovation and strategic orientation.

Furthermore, delegates conducted a study visit to Civil Service College Uganda, the in-service training institution for the public service of Uganda, where each of the countries and key International partners planted friendship trees

The APS-HRMnet membership also ushered in a new Executive Council which saw the outgoing President Mr. George D. Yambesi-Tanzania handing over to the new President Ms. Savia Mugwanya-Uganda. Other members of the new Council are Dr. Zarrouk Najat -Morocco, Deputy President; Mr. Nnko Amos, Vice-President East Africa Region; Prof. Laila M.M Elbaradei-North Africa Region; the retained Vice-Presidents were Mr. Amidou Adamou for West Africa Region and Mr Ngambo Fondjo Pierre Vincent for Central Africa Region. South Africa's Vice-President is to be named in due course. Key among the priorities of the new Council, is; opening up of more APS-HRMnet country chapters; linking HR practitioners to capacity enhancement opportunities and professionalizing the HR practice across Africa.

Innovative Leadership for Organizational Growth and Excellence

By Clifford Ogutu, AAPAM Research and Consultancy Assistant

The African continent is entering a new inspired age which is characterized by constant innovation and hastening change. Successful organisations will be those that can adapt quickly to innovations. Innovation is shaping the world thereby helping leaders conceive previously unimagined strategic options across the world. Successful innovation involves a level of prediction. Effective organizations not only respond to their current customer or organizational needs, but also anticipate future trends and develop an idea, product, service, process or tools that allows them to meet future demand rapidly and effectively. Being aware of opportunities that exist now, or that are likely to emerge in the future can assist in focusing an innovation that will be of benefit in the future. It is against this background that Kenya Association for Public Administration and Management (KAPAM) in collaboration with Kenya School of Government (KSG), the Ministry of Public Service, Youth and Gender Affairs- Kenya, and the African Association for Public Administration and Management (AAPAM) organized a five-day training Innovative Leadership for Organizational Growth and Excellence.

The program which took place from 3rd - 7th September 2018 at KSG Mombasa Campus

brought together twenty participants from various organizations, including Teachers Service Commission (TSC), County Government of Makueni, National Hospital Insurance Fund (NHIF), Department of Immigration, Ministry of Petroleum and Mining, Ministry of Education, Ministry of Water and Ministry of Public Service, Youth and Gender Affairs. The training was officially opened by Dr. John Bii, Deputy Director Learning and Development KSG Mombasa Campus who challenged the participants be innovative.

The training recognized that everyone wants to see themselves as innovative and cutting edge in their line of work. But, even with the best of intentions, there are certain key principles that must be followed for an organization to successfully innovate consistently. They include, identifying and nurturing champions, creating collaborations with like minded organisations and finally creating and sustaining a culture of innovation.

It was discussed that creativity goes hand in hand with innovation. And there is no innovation without creativity. While creativity is the ability to produce new and unique ideas, innovation is the implementation of

that creativity - that's the introduction of a new idea, solution, process, or product.

The lead facilitator Dr Rachel Ngesa noted that creativity improves the process of solving problems. Creative problem solving gives a competitive edge to any organisation. Senior administrators and managers were urged to encourage employees to 'think outside of the box' as well as impress upon their juniors that they are listening and open to their feedback. Besides, they were encouraged to allow and nurture open exchange of ideas while providing for time and resources to explore new areas of interest in their various organizations.

The training was officially closed by Dr. Ludeki Chweya, Director General KSG who appealed to the participants to encourage their staff innovate and reward best performing performance. He challenged them to play a great role in stimulating and supporting innovation. While reiterated that Kenya 's growth is hinged on innovation, he added that innovative leadership requires one to look into the future, be creative and imaginative curve out a new niche before competitors. Dr. Chweya ended by encouraging the participants to put into practice what they had learnt.



The 2nd Roundtable Conference on Equity/Burden Sharing in Trade-Induced Industrialization, Intra-Africa Trade and Integration

By Nancy Chiira- Administration Officer AAPAM



Panelists during a panel discussion

The 2nd Roundtable Conference on Equity/Burden-sharing in Trade-Induced Industrialisation Intra-African Trade and Integration was held in Kigali, Rwanda from 25th – 26th July 2018. The conference was organized jointly by Pan-African Strategic and Policy Research Group (PANAFSTRAG) of Nigeria and Thabo Mbeki African Leadership Institute (TMALI) of South Africa in partnership with the Pan African Chamber of Commerce and Industry (PACCI), Addis Ababa, Ethiopia and the African Association of Public Administration and Management, Nairobi, Kenya. It was sponsored by United Nations Economic Commission for Africa (UNECA-CBD) and Thabo Mbeki African Leadership Institute (TMALI), University of Pretoria with administrative Support of UNECA Regional Office in Kigali. Participants for this conference included representatives of United Nations Development Program (UNDP) Africa, African Union Commission -Trade and Industry Department, the African Capacity Building Foundation (ACBF), UNECA, and UNECA Regional Office in Kigali. A total of 26 participants were drawn from different institutions and organizations in Ethiopia, Ghana, Kenya, Nigeria, Rwanda, South Africa, Tanzania, Uganda and Zimbabwe. The Roundtable Conference was the second in a series of envisaged roundtables, having conducted the 1st Roundtable from 25th – 26th August 2016 in Pretoria, South Africa. The organization of this roundtable conference was done with the realization that African countries hold weak positions in the global trade and economy and the need for liberalization of trade in the African continent. Based on the African Union member states willingness to adopt frameworks of Regional Economic Communities required in implementation of the AU existing protocols, the conference addressed other areas that would prompt

trade in the continent. Some of the outlined areas included border management issues which would see free movement of people, common tariffs and macroeconomic policies.

The Keynote Address was delivered by Mr. Prudence Sebahizi, Chief Technical Advisor and Head of AfCFTA, African Union Commission (AUC) on behalf of Mrs. Treasure Maphanga, Director, Department of Trade and Industry of AUC. The Keynote Address indicated that the agreement on establishment of the African Continental Free Trade Area (AfCFTA) was signed on 21st March 2018 in Kigali, Rwanda which set the pace for the largest free trade agreement since the creation of the World Trade Organization. It brought out the aims of the AfCFTA as a comprehensive and mutually beneficial trade agreement in member states to cover trade in goods, trade in services, investment, intellectual property rights and competition policy.

During the roundtable, it came out clearly that there is need for increased intra-regional trade in Africa which would result to economic integration required to drive the structural transformation of national economies. Structural transformation would shift African countries from low productivity, low demand, low purchasing power and labour-intensive activities to trade-induced industrialized environment which would result to reduced poverty and an equitable society. To achieve this, the conference outlined seven critical clusters required as trade policy, trade facilitation, productive capacity, trade related infrastructure, trade finance, trade information and factor market integration. To drive this, technical knowledge and competency were necessary for successful implementation of the transformation.

The conference noted that a Pan-African Single market would increase intra-African trade to 52% by 2022 with enhanced

economies of scale at regional and continental levels in the 54 African countries. Through African Continental Free Trade there would be facilitation of industrialization within the continental single market, unlocking manufacturing potentials and strengthening Africa's positions in international negotiations as well. To achieve this, it was emphasized that ratification by member states and entry into force of the single market should be a priority. This would allow the Department of Trade and Industry the responsibility of coordinating and Boosting of Intra African Trade policy framework to complement the AfCFTA. The conference proposed the location of the Secretariat of the AfCFTA to be at African Union Commission offices.

Challenges that could hinder the implementation of the AfCFTA were outlined as fear of unknown, tariff reductions, barriers to trade, fiscal policies, opposition, limited capacities at national levels, lack of clarity between AUC and REC, capital gap, harmonisation of macroeconomic policies, revenue and job losses, infrastructure gaps, human capital limitations, undiversified and uncompetitive economies, low productive capacity and political will to implement regional trade commitments. The conference noted that human capital would be a key resource towards building capacity for the achievement of AfCFTA single market and the economic community.

The conference recommended transformation of NEPAD into the AU Trade, Industry and Development Agency as proposed by AU-Trade and Industry and engagement of the Africa CSO through AU-ECOSOCC, Regional CSO Forum and Trade NGOs to fast-track ratification of the AfCFTA agreement. The conference reinforced the need for equity, harmonization of macroeconomic policies, mobilization of resources, smart protectionism, innovation, currency swaps and adoption of the Living Labs as important factors in realization of the intra-African Trade. The conference also endorsed the need for the integration of COMESA Tripartite Agreement as a priority in addition to examining how Equal Partnership for Africa (EPA), General Agreement on Tariffs and Trade (GATT rules), World Trade organization (WTO) Brazil, Russia, India, China and South Africa (BRICS), African Growth opportunity Act (AGOA) could benefit National and Regional Arrangements for AfCFTA.

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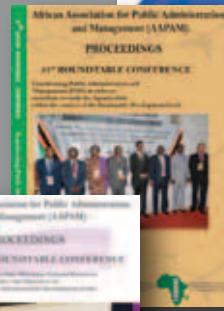
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