



Delegates at the 40th Roundtable Conference, Cairo, Egypt 3rd - 6th December 2019





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 (AAPAM) - African Association for Public Administration and Management

➤ ***AAPAM 40th Annual Roundtable Conference, Transforming Institutions in Africa for Sustainable Development***

➤ ***12th Innovation Management Award Winners***

➤ ***The Fight against Corruption in Public Administration is Cardinal to African Governments***

➤ ***Election Dilemma in Africa***

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

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3. Lesotho Institute of Public Administration and Management
4. Ghana Institute of Management and Public Administration
5. University of Pretoria
6. National Institute of Public Administration- Djibouti
7. Tunis National School of Administration - Tunisia

Letter from the President.



AAPAM President Dr. Roland Msiska

Dear Valued Members

On behalf of the Executive Committee, Council and Secretariat, I convey warm greetings in these peculiar times, it is our sincere hope that you are keeping well. It remains a pleasure to bring to you yet another Newsletter edition from the African Association for Public Administration and Management (AAPAM) detailing our programmes and affirmation, the Sustainable Development Goals (SDGs) and African Union Agenda 2063.

The 40th Roundtable Conference held in Cairo, Egypt was an exceptional way to close the year 2019; I take this opportunity to again thank the government of the Arab Republic of Egypt under **His Excellency, President Abdel Fattah el-Sisi**, who hosted the conference through the Ministry of Planning, Monitoring, and Administrative Reform for hosting the conference. The discussions that ensued from the theme of **Transforming Institutions for Sustainable Development** delved into the cardinal role played by institutions in Africa in upholding the rule of law, ensuring inclusivity and accountability. Like a game of chess, public institutions offer credence to the governments, their inefficiency is tantamount to a checkmate. Recommendations abound on how to further strengthen public institutions including

leveraging Information and Communication Technology (ICT) and the 4th Industrial revolution to coalescing the innovation and candour of young professionals to drive institutional reforms. Little did we know how recommendations on transforming institutions would be put to the test with the emergence of the COVID-19 pandemic.

Demonstrating a truly globalized world, China sneezed and the whole world caught a cold, under the COVID-19 dispensation, the World has been forced to change the way it operates in response to many situations. Learning from case studies from the East and the West, I am pleased to say that African governments swiftly put in place measures to contain the spread of the virus through directives such as work-from home, social-distancing, quarantine, mass testing, wearing face masks, curfews and in some extreme cases, total lock-downs. Governments and institutions have served as an example to the citizens by enforcing the curtailing measures employed.

Subsequent effects of the pandemic measures have led to loss of livelihoods in a largely informal economy in an already impoverished African continent, which also faces other challenges including floods, poor road network, fragile health systems demonstrated by shortage of medical personal and medical supplies among others. WHO estimates a 2-5% drop in African GDP by the close of 2020, a trend that would take almost 2 decades to reverse. With this in mind African governments have sought partnerships and support from development agencies, private sector and citizens which has enabled governments to give food supplies, tax reliefs and plan for economic stimulus packages to cushion their citizens from the tough economic times. In spite of the gloomy times, Africa has shown its innovation through home-grown solution to the pandemic by devising Personal Protective Equipment (PPEs) such as masks, hand washing stations and prototype ventilators. The medical fraternity is also in the race to find a vaccine for the virus.

Against this background, governments, institutions and organizations strive to uphold their commitments to citizens. ICT and the digital space has provided the means to stay connected and share lessons learned. To this effect, AAPAM partnered with United Nations Department for Economic and Social Affairs (UNDESA), the African Union Development Agency (AUDA-NEPAD), and the United Nations Economic Commission for Africa (ECA) and organized a Capacity Development Webinar on **Leveraging Public Governance & Spearheading Innovative Solutions to Address the COVID-19 Pandemic** on 12th May 2020. The webinar saw the participation of 82 countries with the majority from African countries. This newsletter features the policy summary with recommendations from the webinar.

We remain committed to the promotion of excellence and best practice in public administration and to that effect, we will keep redesigning our programmes in line with the global reality to ensure that we leave no one behind during this period. This newsletter presents an eclectic compilation of programmes that we have delivered as well as policy recommendations to address the COVID-19 pandemic.

We invite you to share your experiences during these precarious times as we examine the role of Governments, Private Sector, Civil Society Organisations (CSO) and Citizens to flatten the curve. Let your voices be heard in form of articles, research papers, blog articles that will be featured on the AAPAM Newsletter and on the Website. Best papers will also earn prizes in the best student essay competition.

Please keep checking our website www.aapam.org for more updates on the status of our 2020 programmes.

I conclude by acknowledging all African Governments and our development partners who have remained steady partners in delivering our core mandate.

Dr. Roland Msiska
AAPAM President



WE ARE COMMITTED TO STOPPING THE SPREAD OF COVID -19



AAPAM 40th Roundtable Conference - Transforming Institutions in Africa for Sustainable Development

By Clifford Ogutu - AAPAM Research and Consultancy Assistant



Distinguished Guests, Members of the Executive committee and delegates during the opening ceremony

The African Association for Public Administration and Management (AAPAM) held the 40th Roundtable Conference at the luxurious Nile Ritz Hotel in Cairo -Egypt. The conference centered on the theme '**Transforming Institutions in Africa for Sustainable Development**'. The four-day event was hosted by the Arab Republic of Egypt through the Ministry of Planning, Monitoring, and Administrative Reform in collaboration with AAPAM and other partners.

Six hundred and thirty-three (633) delegates from twenty-four (24) countries attended the conference with Egypt, Ghana, Malawi and Uganda recording the highest turnout respectively. Other countries represented include Benin, Belgium, Botswana, Burkina Faso, Cameroon, Democratic Republic of Congo, Eswatini, Ethiopia, Kenya, Lesotho, Mauritius, Morocco, Nigeria, Sierra Leone, South Africa, South Sudan, Sudan, Tanzania, Zambia and the USA. Among the participants were ministers; heads of public/civil services and secretaries to cabinet; permanent/principal secretaries, local elected officials and other high-ranking government officials. Others were chairpersons and commissioners for public service commission; heads of management development institutes; development partners; representatives of statutory institutions; scholars and researchers, AAPAM young professionals and other delegates of various standing.

Her Excellency Dr. Haila Elsaid, Minister of Planning, Monitoring and Administrative Reform, Arab Republic of Egypt under the auspices of President Abdel Fattah el-Sisi, officially opened the conference. In her remarks, she reiterated that the Egyptian government was committed to boosting co-operation with all African states. She echoed that Egypt was proud to host the conference as it brought together Africans and other stakeholders to foster sustainable development in the continent.

AAPAM President Dr. Roland Msiska, on his part affirmed AAPAM's commitment to the betterment of the continent through championing of transformation in the public service and other sectors. He emphasized the need for Africa's public administration institutions to transpose themselves if the benefits of the fourth industrial revolution are to be achieved. Dr. Msiska also welcomed all the delegates present and extended his heartfelt gratitude to the Government of Egypt and its people for the awesome hosting of the annual gathering.

AAPAM partners such as the United Nations Department of Economic and Social Affairs (UNDESA), the International Institute of Administrative Sciences (IIAS), Africa Public Sector Human Resource Network (APS-HRMnet), Association of African Public Service Commissions (AAPSCOMs), Parliamentarian of the African Parliament (PAP), Commonwealth Association of

Public Administration and Management (CAPAM) and South African Association of Public Administration and Management (SAAPAM) also attended the conference. During the opening ceremony, delegates observed a one minute of silence in honor of the late Dr. Ernest Surrur, former head of Public Service and Secretary to Cabinet Sierra Leone, who was an active AAPAM member and the president of the African Cabinet Government Network (ACGN).

During the conference, one thing stood out, for transformation to be achieved, Africa leaders need to walk the talk. It was noted that Africa is good at formulation of policies; the only problem is the implementation of the set out policies. Proper strategies i.e. Monitoring and evaluation should be put out to ensure that policies work in Africa. Transforming institutions in Africa for Sustainable Development means, the full implementation and Adaptation of the 17 goals. All African countries have committed to implement the SDGs but currently, most countries are barely halfway to attainment of these goals. All African countries need to work together to ensure that no one is left behind.

Apart from the thematic discourses, the conference specifically dedicated plenary sessions to Innovation Management Awards, and Women in Public Service with the latter focusing on the

establishment of a network for women in public service in Africa. The conference concurred with the need for gender equity as women and girls are the lifeline for progress.

The AAPAM Young Professionals Network (YPN), the APS-HRMnet, the Cabinet Secretaries/ Heads of Service, Research and Academia also met on the margins of the conference. UNDESA also conducted workshops on the margins of the conference. One outstanding plenary session was on Women in Public Service. During this session, women were urged to have strong mentorship programmes. Career women civil servants were encouraged to act as role models and support other upcoming women in the public service.

AAPAM also introduced its new services to its members in this conference. Members will now be issued with Membership cards (given once) and a membership card to be given annually upon renewal of membership. The Membership Certificate which will contain your membership number will only be issued to members once to all those who have paid their current annual membership subscription. All delegates who paid the 40th Roundtable conference fee have already paid for their 2020 annual renewal fee of 100 USD as it is part of the registration fee. On the other hand, Membership Cards will only be valid for a year. We encourage paid up members to contact the secretariat for more information.

Promoting Innovation in the Public Sector AAPAM 12th Innovation Management Awards



As part of the 40th Roundtable activities, AAPAM unveiled its 12th Innovation Management Award (IMA) winners at Salah ad-din Citadel, Cairo. Salah ad-din Citadel is a historical land mark fortification to medieval warfare in Egypt. The venue for the IMA event was full of pomp and color. Before the awards were presented, the jury chairperson noted that the award finalists had illustrated immense creativity and innovation in their submissions. The winning projects were:



Ending Child Marriage - Ministry of Chiefs and Traditional Affairs' (MOCTA), Zambia

Gold Medal

This innovation was stimulated by the escalating number of young girls in rural areas being married off at an early age, the perpetuation of harmful traditional practices, high number of teenage pregnancies and school dropouts. Therefore, the Ministry of Chiefs and Traditional Affairs' (MOCTA)-Zambia, launched the Ending Child Marriage Programme in 2013, in order to protect children from social, traditional and cultural norms that perpetuate child marriage.

The Ministry's innovation resulted in the involvement of traditional leaders in protecting children from varied harmful practices, specifically child marriage and associated vulnerabilities. MOCTA's project illustrates on how to create impact even with less resources from the national treasury.

Accordingly, to support child marriage victims, the MOCTA established Chieftdom Trust-Funds in Chieftdoms with minimal funding from government and the assistance of private-partnership. The development of Chieftdom Trust Funds is the value addition to the already existing Ending Child Marriage Programme, given the scarcity of institutional funding for programmes.

MOCTA cited three Chieftdoms, illustrating its collaboration with traditional leaders as change champions in the fight against child marriage. Also highlighted was the high-level commitment of the President alongside the First Lady amongst others, in supporting the implementation of Ending Child Marriage in Zambia.

Public Services Map Project – Ministry of Local Development, Arab Republic of Egypt

Silver

Having been faced with challenges like; scattered and outdated information, weak coordination among government agencies; inconsistency of available data on public services and lack of citizens' trust in government, the public service in Egypt needed to transform its service delivery. The Public Service Map (PSP) Project was therefore conceived to improve service delivery in Egypt by addressing the prevailing challenges. It includes all information needed by the citizens to claim public services. It maps all the services delivered to the nation thereby significantly facilitating citizens' access to services by providing a clear overview on the documents, procedures, fees and time frame required for each service.

The project has contributed to;



1. Decreased workload for employees.
2. Reduction in corruption cases as citizens are well informed on the requirements, fees and processes;
3. Identification of most demanded services by citizens on the local level;
4. The shift towards standardization of services nationwide.
5. Enhanced accountability, efficiency and transparency in public service delivery;
6. Enhanced citizens' satisfaction.
7. Development of an interactive complaints and suggestions mechanism

The map was launched on the government web portal psm.gov.ma. The website is equipped with a smart database that enables decision-makers to monitor the performance of public services providers at the republic level and measure their commitment to service delivery standards, the time taken to complete services, and how easily they can be obtained from the viewpoint of citizens. The database also provides indicators of the services that are most in demand from citizens and the most complex that can be initiated and automated within the country's digital transformation plan. The map is also provided in an easy use mobile application with other features like maps for destination and reminder services for payment or renewal of a certain service.



The National Complaints Management System- Kingdom of Morocco

Bronze

The Ministry in Charge of Administration and Civil Service- Kingdom of Morocco created a national complaints system, 'www.chikaya.ma' in response to the directives of His Majesty and the need to meet the constitutional requirements. It was also founded on the Moroccan government requirement to developing a unified and integrated system for managing complaints that live up to the aspirations and expectations of citizens.

The National Unified Portal for Complaints receives complains and grievances of citizens, secures their traceability, answers their messages and provides solutions to their problems. It also receives their comments and suggestions for the entire process, procedures and products. The portal is a tool that enhances interaction between the administration and the citizens. It therefore provides a way to evaluate the department's performance.

So far, 116 administrations are involved in this system while the number of complaints received since its launch on 9th January 2018, totalled to 195,716, of which about 78.17% were processed. www.chikaya.me is available on Android OS on Google store and Apple Store.



National Skills Development Programme- Republic of Mauritius

Glass

The National Skills Development Programme is an innovative intermediation between enterprises and training institutions aiming at providing technical training for school leavers/dropouts, aged between 16-35. The Human Resource Development Council, Mauritius has since its inception developed a number of programmes for skilling, re-skilling and up-skilling those who are already in employment as well as those who are unemployed. There was a pressing need for an innovative mechanism to create an interface between employers, education and training providers and the unemployed youth. The mechanism needed to simultaneously tackle emerging issues including unemployment.

The National Skills Development Programme as an innovative mechanism was announced in the

A powerful closing address was delivered by Prof Ibrahim Gambari who is the African Peer Review Mechanism (APRM) review mission head. He congratulated all participants for attending the RTC and thanked Egypt for hosting such a successful conference.

In line with AAPAM tradition, delegates were also given practical exposure through a tour to the Cairo ICT Center on the first day and Giza pyramids on the last day. Giza is most famous for the Giza Plateau, the site of some of the most impressive ancient monuments in the world, including the Great Sphinx and Pyramid of Giza, of which the latter being among the seven wonders of the world.

With sincere gratitude, AAPAM and the delegates appreciate the Arab Republic of Egypt and the members of the National Organizing Committee (NOC) for successfully hosting the 40th Roundtable conference. The Egypt Roundtable was marked with excellent décor like no other.



national budget 2016/2017. Its initial implementation made such an impact that the Government decided to renew its funding for subsequent years. Since inception, 183 programmes have been conducted across 14 economic sectors. 5,764 individuals have enrolled for the training programmes of which 3,342 completed training and 2,488 were employed. Unemployed youths are getting demand-led, tailor-made training with on-the-job experience and employment opportunity with participating employers after successful completion of the programme.

The Fight against Corruption in Public Administration is Cardinal to African Governments

By Jessica Omundo- AAPAM Program Officer



The African Union Commission (AUC) Specialized Technical Committee No. 8 in collaboration with the African Association for Public Administration and Management (AAPAM) hosted the Eastern Africa Regional Seminar on the Implementation of the African Charter on the Principles and Values of Public Service and Administration (ACPVPSA) with Specific Focus on the Fight Against Corruption in Public Administration. The seminar which was held from 21st to 22nd November 2019 in Nairobi, Kenya aimed at empowering Member States with strategies for strengthening the fight against corruption. Six Member countries namely, Ethiopia, Kenya, Sudan, South Sudan, Tanzania and Uganda attended the programme.

Rampant Corruption in the public service continues to draw global concerns; this led to the institutionalization of International Anti-corruption Day celebrated every 9th December. Corruption is detrimental to good governance thereby negatively impacting development. Despite ongoing reforms in the continent, it was observed that the menace of corruption has continued to plague the public services in Africa.

According to Transparency International Corruption Perception Index (CPI) 2019, Sub-Saharan Africa scored the lowest. This is because the region has failed to translate its anti-corruption commitments into tangible progress. The seminar thus served as a platform to advocate for tangible transformative action from member states whilst also empowering to navigate the social, cultural, political and economic barriers derailing the fight against corruption.

The seminar was officially opened by Commissioner Titus Ndambuki (on behalf of Prof Margaret Kobia

Ph.D., Cabinet Secretary Ministry of Public Service, Youth and Gender, Republic of Kenya). In his opening remarks, he noted that corruption always had a negative impact on all the facets of the economy. He lamented that despite the efforts already put in place by the governments, corruption still thrived in all the sectors. He underscored that corruption erodes human dignity and public trust. The guest of honour concurred that institutionalizing ACPVPSA was instrumental in dealing with corruption in the Continent. Moreover, Commissioner Ndambuki advocated for a holistic approach to dealing with corruption.

The opening ceremony was also graced by Dr. George K. Scott, Secretary-General African Association for Public Administration and Management (AAPAM) and Mr. Issaka Garba Abdou, African Union, Department of Political Affairs (DPA) who both concurred that corruption in the public service impedes nation-building. Dr. Scott reiterated AAPAM's commitment to the fight against corruption through empowering public servants in Africa with the pre-requisite attitudes, knowledge and skills cardinal to improving governance. AAPAM conducts a number of national, regional and continental capacity development programmes on governance with a focus on integrity, leadership, public service productivity and public finance management among others.

Mr. Issaka pointed out that the African Union (AU) Agenda 2063 recognized that good governance is one of the pre-requisites for a prosperous and peaceful Africa. He explained that Agenda 2063 provides for an Africa with capable institutions. Public services should be professional, efficient, responsive, accountable, and impartial and free from corruption, he emphasized. In his remarks, he further championed for the implementation of ACPVPSA as it was fundamental in improving the quality of public service delivery in Africa.

The seminar identified common causes, catalysts or risk factors for corruption in public administration in East Africa. It also dealt with the challenges related

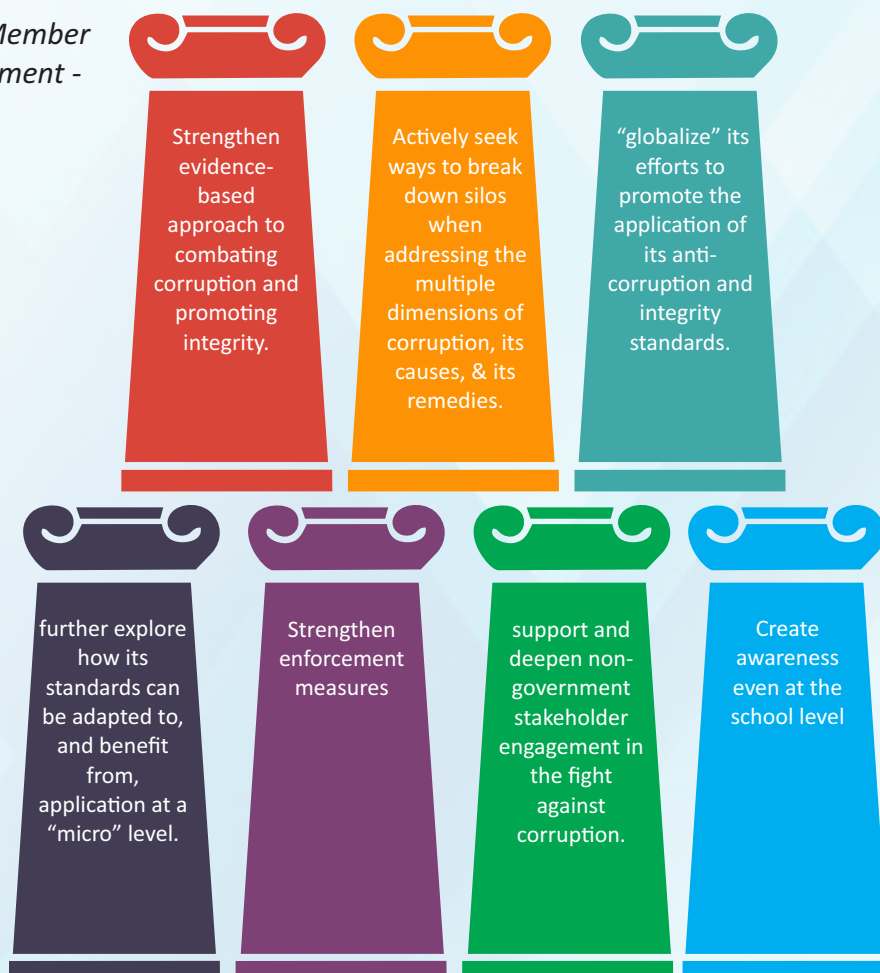
to the implementation of the African Public Service Charter while enabling the Member States to share experiences on best practice in defeating corruption. Member States were also exposed to international conventions on anti-corruption like, the United Nations Convention Against Corruption; Organization for Economic Co-Operation and Development; Inter-American Convention against Corruption; AU Convention on Preventing and Combating Corruption; and other AU Anti-Corruption Frameworks.

Furthermore, Member States were sensitized on the provisions of ACPVPSA on fighting corruption. Chapter III of ACPVPSA set standards for professionalism and ethics in the public service thus promoting good governance amongst public servants. They also learnt about pillars of the OECD toolkit for strengthening the anti-corruption systems. The toolkit places emphasis on healthy governance, effective prevention, robust prosecution and recovery, and sharp detection mechanisms.

The seminar noted that some of the challenges impeding the fight against corruption in Africa are, lack of full independence by the independent Anti-corruption institutions, insufficient political will, insufficient resources, congested legal processes in courts delaying execution of justice and poor access to information among others. Adding to the conversation on the scourge of corruption, Dr. Mataywa Busieka, Director International Affairs, Department of Public Service Administration South Africa (one of the experts of the meeting) sensitized member's states to the seven pillars in the international trends. The Pillars are; *(below)*

In conclusion the seminar emphasized that the fight against corruption begins with everyone. Everyone has a responsibility to uphold good governance within their spheres of influence including private lives. It is also important to educate and train the younger generations on ethics, integrity, accountability and respect for law as early as possible. Continentally, leaders must translate the talk to action for the war against corruption to be won.

The Seven Pillars, Member states should implement -



Election Dilemma in Africa- Kenyatta University Public Lecture



AAPAM and Kenyatta University Department of Public Policy and Administration teams during the Public Talk.

The public lecture on the elections dilemma in Africa, organized by the African Association for Public Administration and Management (AAPAM) in collaboration with the Department of Public Policy, Kenyatta University (KU), aimed at opening a conversation on the seemingly thorny issue in Africa. The students did not disappoint, the public lecture may as well have been a regular International Relations or Public Policy/Administration class, as the upcoming scholars articulated their thoughts. I must commend the administration for encouraging this freedom of expression and imagination, because it allows the youth to explore thoughts, doctrines, dogmas and jargons that leave laypersons scampering for a legitimate Oxford dictionary.

For the participants, who mostly consisted of 3rd and 4th year students of public administration, the talk encouraged them to explore and analyze policies concerned with the conduct of elections. As future leaders and global citizens, they will have the opportunity to shape policy, not only in this area, but in all facets of governance in Kenya and possibly the whole continent.

The speaker, Mr. Felix Owuor from the Electoral Law and Governance Institute for Africa (ELGIA) raised pertinent concerns on the legitimacy of elections in Africa, does it really reflect the interest of the people? Closely related to that is what is the will of the people? Certainly, it is not to lose life, property or livelihood over a single act of democracy and patriotism. Students expressed their concerns over the bi-partisan politics characterized by patronage and tokenism by politicians with deep pockets to secure elective positions. While the politicians' conduct leave a lot to be desired, the students called

By Julie M. Mutunga- AAPAM Assistant Programme Officer

for civic education and political consciousness on the citizen's part. It is paramount that citizens focus on policies and long term plans presented by candidates during campaign period rather than the theatrics of side issues often employed.

The electoral body was also identified as a cardinal player in elections. The electoral body faces competency, efficiency and accountability tests. Indeed as part of their mandate, they are to ensure their systems, staff, procedures are not only efficient and effective but also devoid of any subjectivity. For the past 2 consecutive elections in Kenya, the electoral governing body has been reconstituted amidst controversy marked by resignation, asylum seeking and whistle-blowing! Members of these bodies have had to justify procurement processes which led to the purchase of substandard equipment and technology glitches, all which rendered them incapable of delivering a credible election.

It is apparent that continuity is paramount in the conduct of elections. One of the debatable questions is whether the positions of the electoral bodies' top management should be tenured or not? Perhaps this could give them the independence to oversee free and fair elections.

Other discussions that ensued included institutionalization of political parties, cost of conducting elections, inclusion of youth and women and the role of the president in the election process. It is worth noting the critical role played by incumbent presidents seeking re-election as statistics indicate they are likely to win, though with myriads of anomalies cited... On the other hand, a president who serves his full term and ideally does not change the constitution to allow for another term is also as vital, the decision to interfere with the process or remain impartial is critical.

From this public talk, it is clear that young people are not jaded by politics and the state of the nation. They require safe spaces to express their unique positions on important matters. When properly utilized, young people are quite the resource our country has.

Capacity Development Webinar on Leveraging Public Governance & Spearheading Innovative Solutions to Address the COVID-19 Pandemic

By Clifford Ogutu - AAPAM Research and Consultancy Assistant



It is a fact that the pandemic has had an unembellished negative impact on economies, businesses, and social interaction, the effects of which, while still not fully known, are expected to run deep and long. The current COVID-19 pandemic calls for extraordinary action. It requires more than ever innovative and collaborative measures by all countries and the global community to contain the spread, which is growing at an accelerating pace, and mitigate its far-reaching repercussions. Sharing of strategies, innovative cases, and lessons learned and fostering cooperation among countries is crucial for combating COVID-19.

The webinar brought into light the following:

- The COVID-19 pandemic and crisis presents a challenge but also an opportunity to design and operate resilient and inclusive public health infrastructure and effective institutions for handling crisis: Various countries testified that rapid testing and quarantine facilities have been put in place in their countries. More medical specialists have also been recruited to boost the existing man power. It was highlighted that the pandemic has enabled various governments to put in place governance and public health infrastructure that can foresee, identify and respond to pandemics quickly so as to minimize the suffering they can bring to people.
- Providing essential services to all must be at the core of state-people governance relationship- Through the webinar, it was discussed that states need to make sure that all people have access to inclusive and affordable services without any hindrance by stepping up in terms of collective responsibility.
- Social protection for all citizens, especially the very poor and vulnerable, is

As the Covid 19 pandemic continues to spread around the globe, people are forced to stay at home, workers are losing their jobs, healthcare systems are being overwhelmed and various businesses are at a risk of closing permanently. The pandemic has made several nations to announce various mitigation measures to prevent the spread of COVID-19 in their territories. It is against this backdrop that African Association for Public Administration and Management (AAPAM) in collaboration with United Nations Department for Economic and Social Affairs (UN DESA), the African Union Development Agency (AUDA-NEPAD), and the United Nations Economic Commission for Africa (ECA) organized a Capacity Development Webinar on Leveraging Public Governance & Spearheading Innovative Solutions to Address the COVID-19 Pandemic on 12th May 2020. The aim of the webinar was to strengthen effective governance by enhancing integration, collaboration and cooperation among stakeholders through whole-of-government and whole-of-society approaches as well as national to local coordination to fight the COVID-19.

The Webinar brought together a pool of speakers drawn from government, private sector and Civil Society Organizations from China, Italy, Kenya, Republic of Korea, Rwanda, Uganda and South Africa. AAPAM was represented by Dr. George Scott, Secretary General and other staffs. The speakers discussed in detail their country's individual experiences in fighting COVID-19, including effective policies and strategies, successes, challenges faced by their governments and recommendations for African countries who were now facing the peak of the pandemic.

critical to having a resilient society: It was noted that individuals who are vulnerable are at high risk of contracting the virus. There is need for various governments to work hand in hand with civil rights movements to identify the vulnerable individuals in the society like the disabled. The COVID-19 pandemic has highlighted the need to put in place sound policies and strategies in order to protect the most vulnerable and the poor in the society. The civil societies can help with identifying the real individuals that are vulnerable i.e. the poor, mentally and the differently abled by putting them first.

- Stronger partnership between private sectors and public sectors. Through the webinar, private sectors shared how they have stepped in to

enforce new regulations that have been put in place by various states. Emergency funds have been set up to support the affected by Covid-19 pandemic. Young people have also been involved and brought on board to share their solutions

Following the conclusion of the webinar, it was reiterated that every country should be implementing a comprehensive set of measures, calibrated to their capacity and context, to help with slowing down transmission and reduce mortality associated with COVID-19, ultimately with the aim of reaching and/or maintaining a steady state of low-level or no transmission. Innovations should be encouraged across the globe to help with management of the Covid-19 pandemic.

E-Commerce and Gender Equality in the age of COVID-19

By Julie M. Mutunga- AAPAM Assistant Programme Officer

indeed incredible.

With the nature of commerce and trade drastically evolving, the world has witnessed the emergence of E-commerce on a massive scale, witnessing the movement of goods from an international, regional and local level. E-commerce gives SMEs access to large international, regional and local markets. According to the International Trade Centre (ITC) 2015 report, E-commerce is estimated at over US\$15 trillion for annual business-to-business transactions and well over US\$1 trillion for annual business-to-consumer trade. The trend is heavily localized in the developed countries, with developing nations slowly consuming E-commerce markets.

To understand the slow uptake of the African E-commerce, one must understand the history that resulted in common fallacies held by Africans in terms of their hard-earned money. For many years, African believed that banks and financial institutions were the reserve of the wealthy. This was due to the fact that the banking industry was heavily monopolized by foreign based actors, relegating



The emergence of Covid-19 has indeed changed operations as we know it, in proper symmetry this has created opportunities for innovation and reinvention made possible by the vast digital space and powered by efficient Information Communications and Technology (ICT) infrastructure! Now it is possible to work from home, have online meetings and as a result make decisions with key decision makers worldwide! It is

many Africans, mostly in the informal sector to “mattress accounts”. With the expansion of the sector to include local players, who introduced customized products and services aligned to the needs of Africans in blue collar jobs, the informal sector and Small and Medium-Sized Enterprises (SMEs), the paradigm shift quickly attracted many Africans to consume banking services, paving the way for the era of E-commerce.

For successful E-commerce, 2 key components must be in place: Security, to keep customer’s sensitive information safe from invading eyes of cyber criminals and Variety of payment options, to allow customers to select either online or offline payment channels.

The Kenyan E-market has soared with a growing appetite for quick solutions to tedious conventional methods of transaction preferred by customers as well as the cost cutting methods preferred by traders. The advancement of the pandemic and ensuing government measures encouraging people to work from home, maintain social distance, ban on public gathering, use of PPEs as well as the overall concern for one’s safety and that of their kin, E-commerce has presented a viable option with online shopping and delivery no longer a luxury but a necessity.

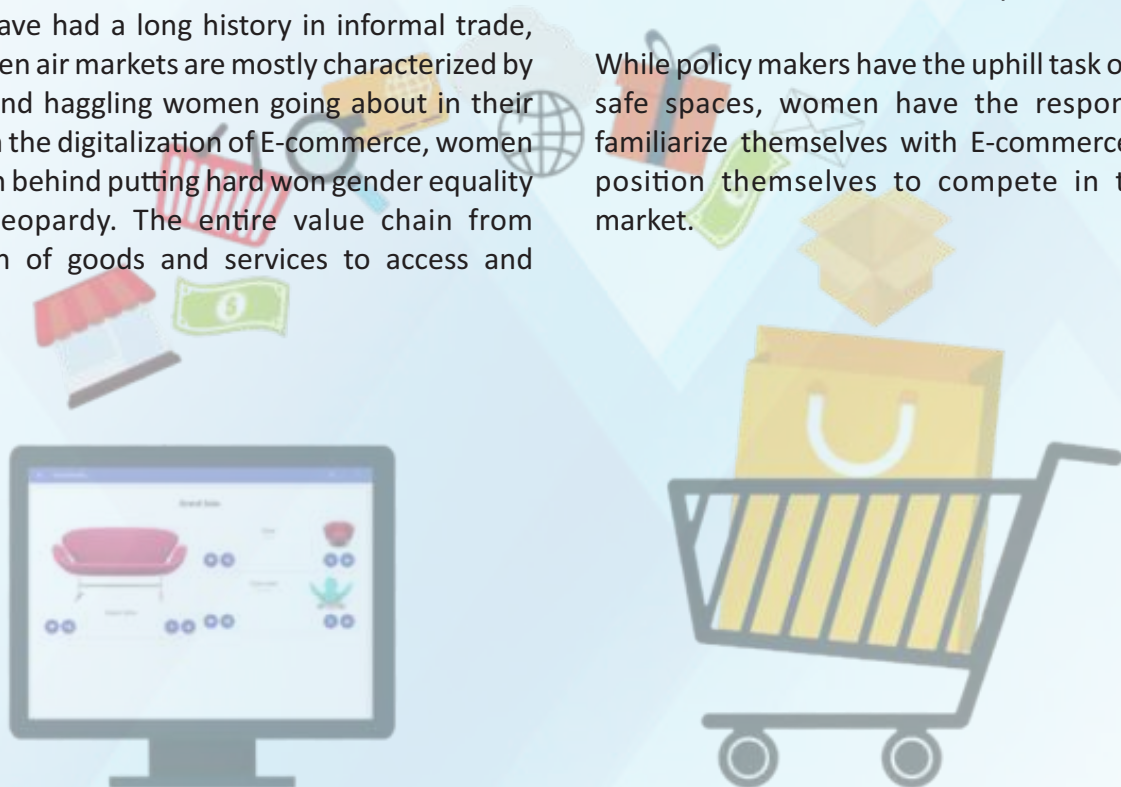
Women have had a long history in informal trade, African open air markets are mostly characterized by heckling and haggling women going about in their craft. With the digitalization of E-commerce, women have fallen behind putting hard won gender equality gains in jeopardy. The entire value chain from production of goods and services to access and

knowledge of E-commerce to the delivery of goods, mostly on motorcycles, seems tipped in the favor of men. In an increasingly 'Uberized' society women have had to again explore the digital space in order to compete for markets.

Research on gender, information technology and online shipping has shown that women and men differ in their views of web-based shopping, in general, women view IT less favorably than men according to Li et al. (2001); Schumacher and Morahan-Martin (2001). A number of possible explanations for this have been put forward, including less experience with IT, higher levels of computer anxiety, and lower self-efficacy. Similarly, studies have found that most e-commerce sites are designed to be more compatible with male preferences, and less attractive to women.

In the spirit of 'Leaving no one behind' in all aspects of development, policy makers should focus on women friendly E-commerce policies that encourage safe spaces for women to compete in the growing field. Women tend to be polychronic meaning they are capable of engaging in more than one task at a time, activities such as work, social and leisure activities dovetail and overlap seamlessly, E-commerce would thus ease the cognitive and physical burden as it accords them the flexibility to conduct business from the safety of their homes.

While policy makers have the uphill task of providing safe spaces, women have the responsibility to familiarize themselves with E-commerce levers to position themselves to compete in the global market.



AAPAM Young Professionals Network Voices on COVID -19 in African States



AAPAM Secretariat engaged the AAPAM Young Professionals Network (YPN) to seek their voices on the issue of the COVID-19 in African States.

The following were their recommendations for Governments, Citizens and Civil Society Organizations

1. There is the need for intensive civic education and dissemination of information on how to prevent the spread of the virus on Mainstream media, Social media etc...
2. Mobilize financial support from the private sector and other stakeholders to provide essential materials such as water, soap, face masks and sanitizers as well as medical supplies such as ventilators and medicine to vulnerable segments.
3. Case management of the Virus. In addition to

messages on how to combat the spread, citizens need information on how to manage infections at home

4. Enforce legislation and penalties to curb the spread of fake news and other news which cause anxiety and panic. Encourage citizens to consume communication from official sources including government briefings by relevant health ministry, World Health Organization, Centre for Disease Control.
5. Encourage innovation by research organizations and universities to develop safety material and equipment's such as ventilators locally.

Other areas which need additional discussion and attention include:

1. Testing of vaccines/cures and medications
2. Pandemic insurance products – The need to deploy insurance products that cover pandemics. African governments to partner with private sector on the National Health Insurance Fund
3. Public health institutions to partner private hospitals as a public service
4. How to manage Social- distancing and make it practical in the African context

CORONA VIRUS (COVID - 19)
Help stop the spread of Corona virus

Symptoms
Shortness of breath, Coughing, High Fever, Headache

Prevention
Social Distancing, Wear Mask, Disinfect surfaces regularly, Sanitize / Wash Hands with Soap and Water

STAY SAFE HELP STOP CORONA VIRUS

We are committed to stopping the spread of Covid -19
Follow Government guidelines and report to hospital if you experience of any of the symptoms.

The Nature of Human Rights in Africa

By Clifford Ogutu - AAPAM Research and Consultancy Assistant

The recent death of George Floyd in Minneapolis in the United States of America by the police has sparked a lot of public outrage world over. His gruesome murder was captured by a by-stander who witnessed the whole incident and recorded it on her phone for the entire world to see. This act was just a tip of the iceberg; the injustices facing the people of color, more so black people have always been there since time immemorial. Cases of Police brutality, inequality have been issues that have affected Black people and left them disadvantaged. These injustices that have span for over 400 years have led to movement such as Black lives Matter (BLM) which has been instrumental in the push for liberation of Black people from violence and injustices.

71 years ago in December 10th, 1948, the UN General Assembly adopted the Universal Declaration of Human Rights. For the first time in history, it was officially and globally stated that all human beings have the same fundamental rights, irrespective of race, color, sex, language, religion, political or other opinion, national or social origin, property, birth or other status. 7 decades later, America is still struggling with injustices against Black people. In Africa it is not a different story. The culture of impunity in most African States in terms of disrespecting human rights and freedom is something that requires urgent attention and solution. Social injustice is nothing new in the continent of Africa. There are huge gaps in terms of health, education, social welfare and many other aspects of human well-being in Africa. The wealthy receive the best schooling and medical care, while many of the poor simply do without. The poor education and health of those living in poverty in turn make it harder for them or their children to advance their economic position.

Almost all African countries have Commissions on Human rights. These commissions are independent and are supposed to ensure that each and every person has rights that are not suppressed. Human rights are rights essential to all human beings, whatever one's nationality, and place of residence, color, religion language or origin. Every single person is entitled to their rights that include: right to life, human dignity, freedom of expression, freedom of movement, right to access to justice, right to economic and social rights etc. without any kind of discrimination. Despite the availability of the commissions, most of them are toothless and not independent and operate within the mercies of the ruling parties.

Social injustices are still rampant in almost all African countries. Millions of Africans are still suffering due to extreme poverty, social exclusion and lack of basic necessities. Inequalities across the continent are on the rise, with a small slice of the population getting richer as the ranks of the poor keep growing. In order to fully address the problems of inequality, policy makers in Africa need to introduce policies that specifically target the gaps and ensure that the poorest segments of the population are able to overcome their disadvantages. The disparities in health, education, social welfare and many other aspects of human well-being are getting wider and wider as the days go by.

A lot needs to be done, in order for Africa to grow and achieve Sustainable Development Goals and realize Agenda 2063, African leaders need to pledge and fully commit themselves to totally respect civil rights by ratifying international and continental human rights instruments, and passing laws and policies intended at shielding the rights of people and ensuring good governance and accountability. Every African has a right to good quality of life on a continent as vast and diverse as Africa.





AAPAM PROGRAMMES 2020

Programme	Tentative Date	Venue/ Country	Partnering Institution	Target Group
Public Talk on Election Dilemma in Africa	13 th February	Kenyatta University	Kenyatta University	Students and the public
Executive Course: Promoting Peaceful and Inclusive Societies: The Role of Public Administration and Management Training	Postponed	Livingston, Zambia	National Institute for Public Administration (NIPA)	Public and private sector leaders, managers and administrators
Anti-Corruption Conference	Postponed	Nairobi, Kenya	Pan-African Strategic and Policy Research Group (PANAFSTRAG)-Nigeria All African Council of Churches-Nairobi	Selected Participants
Stakeholders in Public Policy and Administration Meeting	Postponed	South Africa	Network of Schools of Public Policy, Affairs, and Administration (NASPAA)/ IASIA, University (Pretoria, Johannesburg or Limpopo)	Schools of Public Policy, Affairs, and Administration
Capacity Development Webinar on Leveraging Public Governance & Spearheading Innovative Solutions to Address the COVID-19 Pandemic	12 th May	Webinar	United Nations Department for Economic and Social Affairs (UN DESA), the African Union Development Agency (AUDA-NEPAD), and the United Nations Economic Commission for Africa (ECA)	All stakeholders
Governance and Digital Technologies	17 th June	Webinar	United Nations Department for Economic and Social Affairs (UN DESA), the African Union Development Agency (AUDA-NEPAD), and the United Nations Economic Commission for Africa (ECA)	All stakeholders
African Forum: Reopening African Public Administrations: Leading, Managing and Delivering in time of COVID-19	23 rd June	Webinar	Stellenbosch University and UCLG Africa	All stakeholders
African Leaders of Tomorrow (ALT)	30 th June	Webinar	Canadian Bureau of International Education (CBIE)	ALT Alumni (EN)
Leveraging ICTs and Digital Governance for Innovative Solutions to Address the COVID-19 Pandemic- Responses in Africa	1 st July	Webinar	United Nations Department for Economic and Social Affairs (UN DESA), the African Union Development Agency (AUDA-NEPAD), and the United Nations Economic Commission for Africa (ECA)	All stakeholders

African Leaders of Tomorrow (ALT)	2 nd July	Webinar	Canadian Bureau of International Education (CBIE)	ALT Alumni (FR)
The Impact of Corruption and Covid-19 Pandemic on Service Delivery in Public Service	21 st July	Webinar	National Integrity Academy (NIAca)	All stakeholders
Africa HR Forum Pan African Administrative Standards and Reforms: Essential Tools for Administrative Coordination	23 rd July	Webinar	Ministry of Public Function and Administrative Reform of Equatorial Guinea, ICUBEFARM GE SL and the African Confederation of Human Resources (AHRC)	All stakeholders
Enhancing Transparency and Accountability in the Public Sector	Postponed	Uganda	Uganda Management Institute (UMI)	Public and private sector leaders, managers and administrators
Africa Cabinet Government Network (ACGN) COVID-19 Workshop	11 th August	Webinar	Africa Cabinet Government Network (ACGN)	Selected participants
Strengthening Research Capacities for Creating The 'Africa We Want' -AU Agenda 2063.	26 th - 28 th August	Webinar South Africa	University of Pretoria, Department of Public Service Administration (DPSA) -South Africa, University of Zululand and University of Western Cape- South Africa	All stakeholders
Public Financial Management (PFM)	TBD	Webinar	Kenya School of Government (KSG/ KAPAM)	All stakeholders
Young Professionals Network Leveraging Potential of Youth for attainment of AU Agenda 2063	TBD	Webinar	TBD	Young Professionals
Health Governance Training Programme	TBD	Webinar	Stellenbosch University and UCLG Africa	
Government After Shock Programme	17 th November	Webinar	Observatory of Public Service Innovation (OPSI), OCED and EU	All stakeholders
AAPAM 41 st Annual Round-table Conference	December 2020	South Africa- To be confirmed	TBD	All stakeholders

Ongoing Programmes

Programme	Tentative Date	Partnering Institution	Target Group
The African Leaders of Tomorrow Scholarship Programme	2015-2020	Canadian Bureau for International Education (CBIE), Institute of Public Administration of Canada (IPAC) and Canadian Association of Programs in Public Administration (CAPPA)	Young Professionals in Africa


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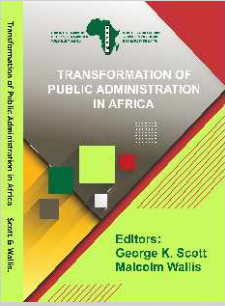
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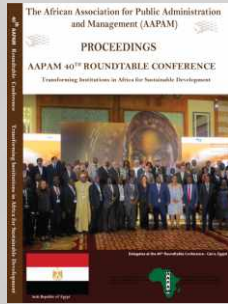
African Journal of Public Administration and Management (AJPAM)
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39th Roundtable Conference Report



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