



AAPAM

THE AFRICAN ASSOCIATION FOR PUBLIC ADMINISTRATION AND MANAGEMENT


NEWSLETTER

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ALT





AFRICAN LEADERS
OF TOMORROW

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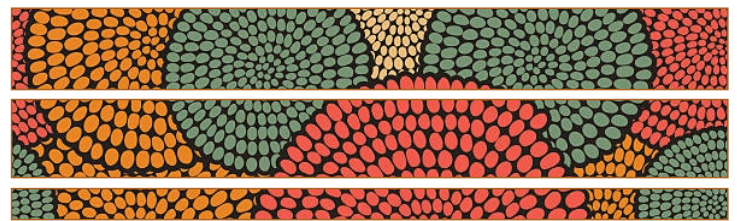
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Dr. George Kojo Scott

WHAT IS AAPAM ?

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

WHO ARE MEMBERS OF AAPAM

- High level public policy makers, both appointed and elected
- Top administrators in the public service of African Governments
- Top managers in both public and private sectors
- Management Consultants
- Public policy management institutions/ organizations
- Management Development Institutes (MDIs)
- Business School/ Institutions and University
- Representatives of International organizations and the donor community having interest in development issues in Africa
- Academics and Researchers

CATEGORIES OF AAPAM MEMBERSHIP

- AAPAM Membership consists of four categories:
- African Governments
- Corporate Members; institutions, organizations, associations or groups who share similar interests as AAPAM
- Individual Member interested in AAPAM activities
- Students

WHAT ARE THE BENEFITS FOR MEMBERS?

- All paid up members receive the following services and products:
- Free copies of AAPAM publications i.e. a Journal (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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LETTER FROM THE SECRETARY GENERAL



AAPAM Secretary General Dr George Scott

On behalf of the Executive Committee, it is with much happiness that I bring to you our 90th edition of African Association for Public Administration and Management (AAPAM) newsletter. It is a fate that we do not take lightly. I want to congratulate all at the secretariat for the consistency in the production of the newsletter over the years. As it has been our custom, this newsletter features cross cutting AAPAM programs and activities that have featured in the past quarter since the start of 2022.

The quarter kick-started with the 6th edition of the AAPAM/Department of Public Service and Administration (DPSA) / School of Public Management and Administration (SPMA) seminar focusing on Strengthening Research Capacities and Capabilities for the Attainment of the Global Agenda 2030 and the African Union Agenda 2063 (Agenda 2063) which was fully focused on strengthen research as the guiding principle in policy formulation especially in matters Agenda 2063 and the SDG's. The seminar was held at Stellenbosch University at the beautiful city of Cape Town from 20th - 21st of January 2022.

As it has been our nature to engage with like-minded organizations and Institutions, AAPAM signed a Memorandum of Understanding (MoU) with African Management Development Institutes' Network (AMDIN). The MoU saw the two partners agree to venture into collaborations in mutual areas of interest for the next five years.

AAPAM also participated in Section of the African Public Administration (SAPA) Symposium which was held as from 18th – 22nd March 2022. The theme for the symposium was Democratic Governance in Africa: Current Threats, Challenges, and Opportunities. This symposium highlighted the various aspects of leadership, good governance and how to take Africa forward despite the diverse challenges and threats it faces.

The Association joint the National Forum for Black Public Administrators (NFBPA) as they hosted their Second Annual International Roundtable under the theme COVID-19 Impact on Public Administration Leadership in the United States and Africa. The forum took place on 30th March 2022. During the roundtable session, participants learned how administrators from the United States and multiple African nations had responded in the aftermath of the pandemic. The experts shared their challenges, solutions, successes, and even failures in adapting their organizations to a post-COVID world.

The World Government Summit is a global annual summit aimed at shaping the future of governments. AAPAM had the privilege of attending the summit in Dubai, United Arab Emirates that attracted high profile distinguished leaders from across the globe for a worldwide dialogue about governmental process and policies with emphasis on the issues of technology inventions and other issues. The summit took place from 29th - 30th March 2022.

Lastly, as we roll into the second quarter, we have put in place a series of exciting capacity building programs that we will be sharing with you members. It is our sincere aim to continue to play an active role in the excellence of public Service and Administration in Africa and beyond.

I wish you all pleasant reading.

AAPAM Secretary General
Dr. George Scott

LEADERSHIP CAPACITY DEVELOPMENT OF AFRICAN YOUNG PROFESSIONALS

By Julie Muia - Programs Officer



African Union Agenda 2063 presents a shared strategic framework for an integrated, prosperous and peaceful Africa, driven by its own citizens, representing a dynamic force in the international arena. The development agenda encapsulates Africa's aspiration for the future through key flagship programmes to boost Africa's economic growth and development and spur rapid transformation of the continent. Aspiration 6 focuses on the youth, advocating for a continent whose development is people-driven, relying on the potential of African people, especially its women and youth, and caring for children¹. This document sets the stage for the empowerment of the youth through policies and programmes that enhance the participation and capacity of youth in the Continent.

According to the United Nation's World Population Prospects 2019², the sub-Saharan Africa youth demographic numbered 211 million, this represents persons classified under the UN as youth between ages of 15-24 years however, according to the 2006 African Youth Charter definition, a youth is a person between the ages of 15-35 years. This 11-year variation increases the youth populations margins further up, demonstrating a rapidly growing youthful African population.

From the statistics, the youthful demographic is a key stakeholder in the policy discussions that seek to find

solutions to the myriad of challenges in the Continent. The under-representation of youth in the decision-making table however remains a challenge wherein only 14.2 % of the world's members of parliament are under 40 years³, this goes further down in cabinet, top level management of public service and government agencies positions. Notably some young people were appointed ministers by the age of 35 such as Namibia, South Africa, Angola, Mali, Zimbabwe, and Botswana, to lead important government docket including foreign affairs, sports, finance and communication⁴. A critical mass of young leaders is however necessary to address the imbalance in the continent.

The current state of affairs in the African continent set the context for the African Leaders of Tomorrow (ALT) scholarship programmes as well as the extension programme which included a leadership certificate program, webinars, research and podcasts, all funded by the Government of Canada through Global Affairs Canada, and the MasterCard Foundation, the development programmes were managed by the Canadian Bureau for International Education (CBIE) in partnership with African Association of Public Administration and Management (AAPAM), Institute of Public Administration of Canada (IPAC), and the Canadian Association of Programs in Public Administration (CAPPAA).

Africa Day, celebrated on May 25th was chosen to mark

¹ <https://au.int/en/agenda2063/aspirations>

² <https://www.un.org/development/desa/publications/world-population-prospects-2019-highlights>

³ Youth participation in national parliaments Report 2016

⁴ <https://bhkisisa.org/features/2020-04-20-africa-youngest-cabinet-member-emma-theofelus-coronavirus-namibia/>

the opening ceremony of the ALT extension programme, paying homage to the formation of the OAU and the collective vision for a united Africa. The celebratory event was well attended by representatives of collaborating institutions including; CBIE President Ms. Larissa Bezo, IPAC President Ms. Kelly Gillies, IPAC CEO Mr. David Fulford, Dr. Najat Zarouk - Director of African Local Government Academy, Dr. John-Mary Kauzya, Chief of Public Service Innovation Branch at the United Nations, Mr. Dada Joseph Olugbenga, AAPAM VP West Africa and Dr. George Scott, Secretary General.

Following the opening ceremony, the ALT extension programmes kicked off from June- September 2021 with the Leadership development certificate programme which enrolled the participation of 220 learners drawn from the ALT alumni as well as AAPAM's Young Professionals Network (YPN) and members of Programme canadien de bourses de la Francophonie (PCBF). The 16-week leadership was delivered against the backdrop of heightened rates of COVID-19 worldwide and firm restrictions on gathering. The programme provided an opportune avenue for learners to acquire new professional skills set on a flexible mode which allowed for both synchronous and asynchronous learning styles. In an increasingly competitive world, continuous capacity development of young professionals is a crucial component to the achievement of sustainable development. The programme encouraged and challenged young professionals to take responsibility of their professional development. 70 learners completed the programme requirements and received the illustrious Leadership Certificate signed by AAPAM Secretary General and IPAC Chief Executive Officer.

ALT Webinars

As part of the continuous capacity development of young professionals, ALT Webinars were held on 29th and 30th November 2021, The webinars were delivered in English with simultaneous translation to French. The AAPAM Webinar was held on 29th November. The webinar was designed to address the topic "Strengthening Institutions for attainment of Agenda 2064 and SDGs: A Collaborative Response". The theme aimed at addressing the need for good governance and strong and accountable institutions as a precursor for inclusive socioeconomic development. The session was moderated by Mr. Emmanuel Tamufor an ALT alumnus from Cameroon who engaged the panel of 5 experts as they discussed; Effective, Inclusive,

Accountable and Transparent Institutions at all levels, Securing the future through Innovations and digital technology, combating corruption in all forms, Institutional reform: Lessons Learnt and Leveraging international cooperation to strengthen institutions. From the deliberations, participants noted that whereas no single model of governance can be held up as the ultimate standard, a strong correlation was however evident from the role and significance of effective, accountable, and inclusive institutions in promoting sustainable and equitable development. The IPAC webinar was delivered on 30th November 2021, the webinar featured a salient topic of "Design Thinking" aimed at encouraging new thought in addressing pervading challenges. This webinar highlighted the need of embracing Design thinking as a process for solving problems by prioritizing the human needs above all else. It relies on observing, with empathy, how people interact with their environments, and employs an iterative, hands-on approach to creating innovative solutions to day – to-day problems.

The main objectives of the webinar were:

- To help in tackling ambiguous and challenging problems
- To drive people to create innovative solutions
- To help organizations to run faster with more efficiency

Recommendations: Voices of Young African Professionals

Through the course of the Leadership programme, learners interacted with an array of experts and materials, feedback received on the overall impact of the programme was:

- "Gender and Diversity in workplace is strategic to harness all ideas."
- "Transformational Leadership, embracing Innovations and Diversity and Inclusion changed my thinking."
- "I will apply inclusivity in leadership and ensure that the voices of all workers are brought to the table."
- "I aspire to be a transformational leader who is inclusive at all times."
- "Inclusivity and diversity, if well harnessed, can be key ingredients to innovation and institutional transnational change."

AAPAM will continue to build the capacity of young professionals in public administration in Africa. Following the success of the ALT Certificate programme, AAPAM believes that more projects and

programmes that target young professionals and scholars should be encouraged and rolled out to ensure that the young people are not left behind. We plan to further develop some of the submitted written assignments into journal articles to be featured in AAPAM's African Journal of Public Administration and Management (AAPAM)

Creating a conducive environment for young professionals to build their leadership skills is a critical

element for successful public service, even for those young who may not pursue leadership roles, gaining skills in goal setting, problem-solving, mediation, stress management, interpersonal communication, and critical thinking increase the likelihood of them becoming healthy and productive citizens.

AAPAM advocates for stakeholders at all levels, to support the capacity building of young professionals in the public service as a strategic effort to safeguard the dignity and continuity of service delivery.

LESSONS LEARNED ABOUT INNOVATION IN PUBLIC SECTOR INSTITUTIONS FROM THE UNITED NATIONS PUBLIC SERVICE AWARDS

Dr. John-Mary Kauzya- Former Chief of Public Service Innovation Branch UNDESA

Background

Resolution, A/RES/57/277 of the United Nations General Assembly, designated 23 of June as the United Nations Public Service Day (UNPSD). It is worth noting that the 23 of June had already been declared Africa Public Service Day by the Conference of African Ministers of Public Service held in Tangier Morocco in 1994. The United Nations Public Service Day celebrates the value and virtue of public service to the community and highlights the contribution of public service in the development process. It recognizes the work of public servants and encourages young people to pursue a career in the public sector.

In pursuit of promoting innovations in the Public Service the United Nations Public Service Awards (UNPSA) program was established in 2003 to recognize the exemplary public service through rewarding public institutions for their pursuit for excellence and innovation. Awards are annually given to the winners every 23 June as part of the celebrations of the United Nations Public Service Day. The competition for the Awards and the activities surrounding it including the United Nations Public Service Forum are all part of the efforts of the United Nations Department of Economic and Social Affairs (UNDESA) to promote creativity, innovation and the pursuit of excellence in public sector institutions as the world races towards achieving sustainable development leaving no one behind.

The major purpose is to promote and reward innovation and excellence in public service for sustainable development in support of the achievement of the SDGs and the principle to leave no one behind, which is at the core of the 2030 Agenda.

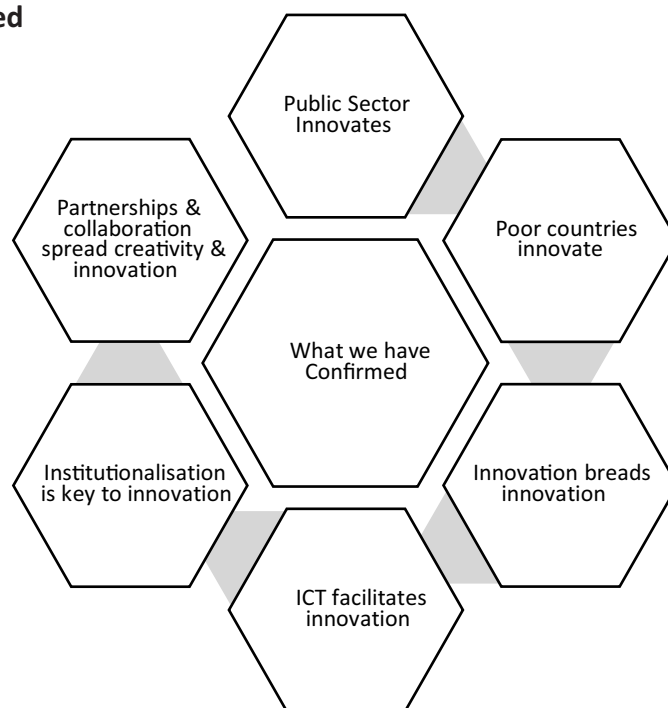
Through the global competition that promotes the role, professionalism, and visibility of public service, the UNPSA aims to:

- Highlight innovations in governance
- Reward excellence in the public sector
- Motivate public servants to further promote innovation
- Enhance professionalism in the public service
- Raise the image of public service
- Collect and disseminate successful practices for possible replication

Since the year 2003 the competition for the United Nations Public Service Awards has exposed to the world innovations that take place in public sector institutions in countries all over the world. Such innovation are deposited in a data base on the United Nations Public Service Innovation hub which showcases the United Nations Public Service Awards Initiatives nominated over the years and how they relate to the Sustainable Development Goals (SDGs). An analysis of these nominations especially the winners of the competition over the years, provides a number of lessons learned about innovation in public sector institutions.

Lastly, African governments should urgently address healthcare deficiencies to meet the numerous ongoing healthcare needs of their populations. Government should act to ensure that everyone's right to health is in line with international human rights law, including the African Charter on Human and Peoples' Rights.

What has been confirmed



An analysis of the innovations nominates for the United Nations Public Service Awards over time since 2003 confirms at least six things as shown in the diagram above.

(i) The Public Sector Innovates: Contrary to popular brief, public sector institutions including the Public Service innovate. In many respect the public sector, especially the government, through creating supportive governance and policy environments, financing of research, and creating institutions dedicated to innovation does support innovation.

(ii) Poor countries innovate: The numerous nominations coming from poor countries including the Least developed ones (LDCs) for the United Nations Public Service Awards, have confirmed that innovation is not a monopoly of wealthy or developed countries. Public Sector Institutions in poor countries are very much engaged in innovation searching for effective ways of providing services to the people using meagre resources.

(iii) Innovation breeds innovation: Through this competition, it has been observed that when an institution starts to be innovative innovation becomes a habit and breeds more innovation. Winning the United Nations Public Service Awards has inspired the winners to sustain their efforts for innovation. It has also inspired other institutions to emulate the spirit of innovation and become innovative.

(iv) Information and Communication Technologies (ICTs) facilitate Innovation: Using ICT to do

government work including delivery of public services may look like innovation, but ICT itself is not innovation. However, ICTs facilitate innovation, especially in areas of speed of delivery, transparency and accountability, people/government interaction, data analysis, and others.

(v) Institutionalization is key to innovation: It has been observed through the United Nations Public Service Awards program, that innovation is sustained in public sector institutions, including the public service where specific institutions have been put in place with mandates that include promotion of creativity, innovation and capacity development. Innovation has remained prominent in South Africa's Public Service promoted mainly by the Center for Public Service Innovation (CPSI) which was established by government for the purpose of promoting innovation in public sector institutions. The same can be observed in Kenya with the Huduma Service Centers.

(vi) Partnerships & collaboration spread innovation: Through the United Nations Public Service Awards we have confirmed that innovations spread through partnerships and collaboration. An innovation that starts in one country gets replicated in another through collaboration. Very often it is not just replication but improvement of the same innovation. In many instances it is not just the innovation that is transferred or replicated but also the spirit of innovation; something akin to: "if they can innovate, we can also innovate".

Drivers of innovation



Over the years of running the United Nations Public Service Awards program, it has been possible to observe some of the basic drivers of innovation in public sector institutions. The first and most prominent one is transformational service-driven leadership that prioritizes and promotes capacity development and working in teams. Transformational leaders know that the transformation they seek to achieve cannot be realized by doing things the usual way. And so they constitute teams and inspire them to figure out how to provide public service better; something that leads to innovation. The second one is community engagement where through collaboration and partnerships that values in puts from the diversity in the community enriches new ideas and initiatives, some of them ending up being the most innovative. And the third one is future orientation data and trends

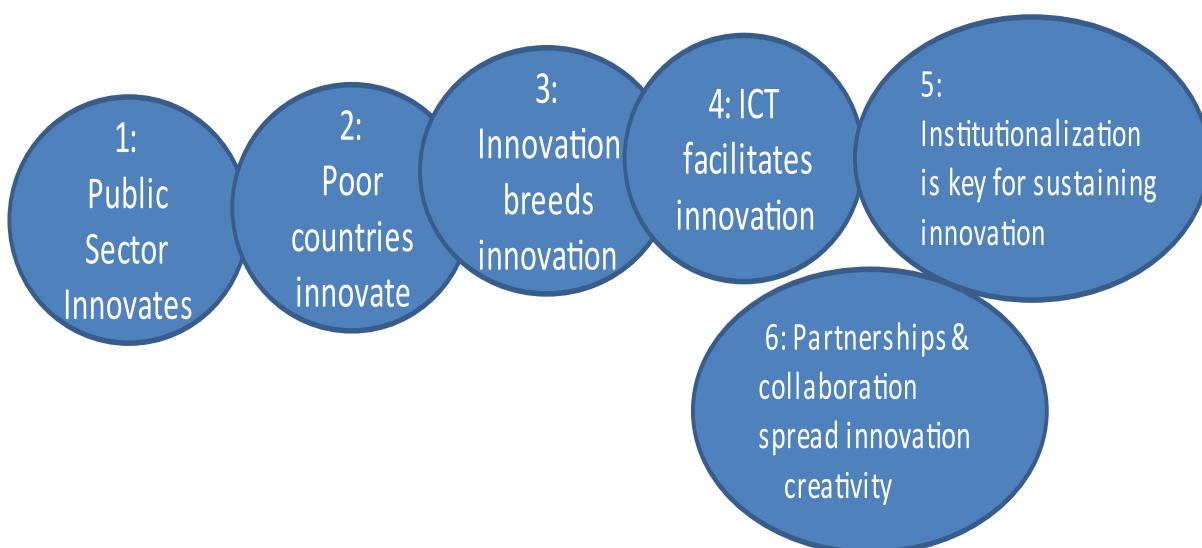
are analyzed to arrive at the future challenges and possible solutions. Monitoring and evaluation that sustains measuring of change and impact is a critical part of future orientation. It is based on an attitude of dissatisfaction with today in search of a better tomorrow. This sustains the impetus towards more innovation.

Conclusion

From the above lessons learned through the United Nations Public Service Awards Program, we can conclude that Public Service Awards competitions programs such as the AAPAM Award, the APS-HRMnet recently introduced Award should be encourage if for anything, at least to promote innovation, and capacity development in public sector institutions.

What we have learnt about Innovation through UNPSA

A: What we have confirmed



B: Drivers of Innovation



The Public Service Innovation Hub showcases the United Nations Public Service Awards (UNPSA) Initiatives nominated over the years and how they relate to the Sustainable Development Goals (SDGs). It also showcases UNPSA Winners since the adoption of the 2030 Agenda by all countries in the United Nations in 2015. The UNPSA programme was established in 2003 to bolster the recognition of Public Service Day,

designated 23 June by the General Assembly in its resolution 57/277, adopted 20 December 2002. The UNPSA aims to promote and reward innovation and excellence in public services by recognizing the creative achievements and contributions of public institutions that lead to a more effective and responsive public administration in countries worldwide in support of sustainable development.

UNIVERSAL HEALTH COVERAGE IN AFRICA

By Clifford Ogutu: Assistant Programs Officer

In the 58th World Health Assembly (WHO) of 2005 encouraged all member countries to aim at providing universally accessible health care to all members of their respective countries based on the principles of equity and solidarity. Ever since, Universally Health Care to all has been enshrined in most countries around the world including Africa's Agenda 2063. This led to the introduction of the Millennium Development Goals (MDGs) which have since been superseded by the Sustainable Development Goals (SDGs)

The United Nations SDGs are 17 goals with targets that all United Nations Member States have agreed to accomplish by the year 2030. Health has a key position in SDG 3: Ensure healthy lives and promoting well-being for all at all ages, reinforced by 13 targets that cover a wide range of World Health Organization work. Target 3.8 states, *'Achieve universal health coverage (UHC), including financial risk protection, access to quality essential health care services, and access to safe, effective, quality, and affordable essential medicines and vaccines for all'*

UHC has become a policy priority in almost all the countries around the world. The main aim of UHC is to ensure that every citizen has access to quality healthcare services that they need without getting into financial challenge, being pushed into poverty or worse, die due to lack of money to pay for quality healthcare.

Within the continent of Africa, Most African countries have in cooperated UHC as a goal in their national health strategies. Sadly, progress in translating these strategic documents and plans into equitable, affordable healthcare has been moving at a very slow pace and in some cases, they have remained to be just strategies with no action whatsoever; Government shelves are groaning under the weight of policy documents aimed at addressing the issue of affordable healthcare for all. While this is the case, a large percentage of the continent live under the poverty line. The most pressing matter in the continent should be on how to provide affordable healthcare to Africa's poorest to achieve SDG goal 3.

Achieving UHC in Africa would not only necessitate increased access for marginalized populations and heightened financial support from both governments and public-private partnerships. It would also require improved health service quality and ways to hold governments and health providers answerable to citizens who pay for taxes in order to receive quality services. Once this has been done, there is also need to address the unfairness in the distribution of human resources for medical practitioners with dire shortages in human resources being seen in the most desperate and remote parts of the continent with many experts bunched together around major towns and healthcare institutions even when they might be needed just as much elsewhere. This has gravely affected health service delivery across most countries in the continent where people must move hundreds of kilometers in search of health facility that is fully functional.

COVID 19 pandemic was a clear testament on why Africa needs to seriously invest in its health care. It unmasked the inadequacies and inefficiencies of the public health sector in Africa. Investing in the health care of the African people implies training the medics well, remunerating them handsomely and upping the facilities available to cater and offer quality healthcare.

Various governments and other relevant stakeholders need to prioritize health in their annual budget and plans in order to achieve UHC. It is also imperative that every country in the continent not only develop a comprehensive health financing strategy but have a very clear roadmap of how they will attain the UHC dream.

Lastly, African governments should urgently address healthcare deficiencies to meet the numerous ongoing healthcare needs of their populations. Government should act to ensure that everyone's right to health is in line with international human rights law, including the African Charter on Human and Peoples' Rights.

AAPAM-AMDIN SIGN MoU

By Clifford Ogutu, Assistant Programs Officer



Professor Ludeki Chweya AMDIN President and Dr. George Scott AAPAM Secretary General

On 11th February 2022, The African Association for Public Administration and Management (AAPAM) and African Management Development Institutes' Network (AMDIN) signed a 5-year Memorandum of Understanding (MoU) at the Kenya School of Government in Nairobi Kenya. Present at the event were AAPAM Secretary General Dr. George Scott and AMDIN new President Professor Ludeki Chweya.

AMDIN is an organization that co-ordinates the work of public service management institutes by incorporating training and research programs targeted at improving quality standards in delivery of public service in the continent.

Through the MoU agreement, the partner organizations consented to collaborate on joint research, seminars, conferences, workshops, trainings

relevant to good governance and sharing knowledge on how best to improve the capacity of Public Service in Africa.

Dr. Scott noted that through the MoU, the two institutions could reach the countries of the Continent and beyond though the capacity development programs that are already in the pipeline.

Prof Ludeki acknowledged that the process of improving public service in Africa should be standardized to have delivery of quality yet efficient services across the continent.

AAPAM continues to promote development through national, regional, and continental partnerships which are cardinal in pursuit for excellence in service delivery in Africa and beyond.

KISWAHILI KI TUKUZWE KWANI NI LUGHA YA AFRIKA

By Julie Muia: Programs Officer

Siku ya ishirini na mbili mwezi wa Februari mwaka wa 2022, Muungano wa Afrika ulikubali kuongeza lugha ya Kiswahili kama moja ya lugha halifu ya Afrika, imechukua kakriban miaka thelathini na tano kuleta nyadhifa hii. Kiswahili kina tumika na Zaidi ya watu million mia mbili katika nchi zifuatazo; Tanzania, Kenya, Uganda, Rwanda, Burundi, Democratic Republic of the Congo (DRC), South Sudan, Somalia, Mozambique, Malawi, Zambia na Comoros. Nchi kama vile South Africa na Botswana wameanza kifundisha Kiswahili katika chuo kikuu. Kiswahili pia hutumika pande za Middle-East kama Oman and Yemen.

Ushirikiano wa UNESCO uliweka kando mwezi wa Julai tarehe saba kama siku ya ulimwengu ya Kiswahili. Kiswahili ndicho lugha ya kwanza ya kitamaduni ya Afrika kupewa hadhifa hio. Umuhimu wa Kiswahili kutazamiwa na hali ya juu na baadhi ya shirika kama vile UN na AU, ni kueneza maoni ya Agenda 2063 na SDGs. Katika maoni ya Agenda 2063, Afrika inaimarishwa kama kituo cha biashara na uchumi, wanainchi wa Afrika wakizungumzia lugha moja ya Kiswahili, huenda kuimarisha biashara haswa katika

kundi za wanawake, vijana na watu wenye ulemavu ambao hufanya biashara katika sekta isiyo rasmi, uamuzi huu unatarajiwa kuongeza hali ya mawasiliano baina ya watu ambao Kiswahili ni lugha ya mama.

Katika upande wa amani na usalama, nchi kama Tanzania imetumia Kiswahili kuwaleta pamoja wanainchi wake wanao zungumza lugha mia moja na ishirini chini ya Mwalimu Julius Nyerere. Matumizi ya lugha moja utatazamiwa na utafiti kuhifathi kana kwamba unaweza Imarisha usalama na kuumaliza ukabila ambao huleta uzushi.

Bila shaka, matumizi ya Kiswahili yataleta faida nyingi katika kila nyadhifa za kijamii na uchumi. Sekta ya Sanaa na burudani ni chombo bora kutumika huhamasisha Kiswahili, wasani ambao hutunga nyimbo wanapaswa kuchukua fursa hii kutunga nyimo za utamaduni amabzo zinaweza kufurahisha majumla ya watu wa Afrika. Tukiiga wimbo wa taifa wa Afrika tufanye Afrika kuwa mti wa uzima, tuungane pamoja ili kutoa bora Afrika. Haswa na tukae na uhuru amani na undugu, raha tupate na ustawi.

SECTION OF THE AFRICAN PUBLIC ADMINISTRATION (SAPA) SYMPOSIUM ON DEMOCRATIC GOVERNANCE IN AFRICA: CURRENT THREATS, CHALLENGES, AND OPPORTUNITIES

By Clifford Ogutu: Assistant Programs Officer

African Association for Public Administration and Management (AAPAM) joined the Section of the African Public Administration (SAPA) of the American Society for Public Administration in a symposium held on from 18th – 22nd March 2022. The theme for the symposium was Democratic Governance in Africa: Current Threats, Challenges, and Opportunities. The symposium attracted a delegation of participant s from the United States including Africans in the diaspora. AAPAM was represented by the Secretary General Dr. George Scott who was a keynote speaker.

In his remarks, Dr. Scott reiterated that there is urgent need to strengthen Public Sector Governance in Africa. He mentioned that open, effective, and accountable institutions can make real differences for citizens, economies, and societies and that without effective and inclusive public sector governance and institutions citizens will suffer. He stated that AAPAM through its robust capacity building programs has continued to support the capacity of various public

service sectors in the continent as well as strengthening their responsiveness to citizen's needs.

During the symposium, some of the key topics discussed included:

- Taking Stock of Public Administration Realities
- Africa's Public Sector Work Force Development in a Post-COVID-19 World: Transitions and Trajectories in Comparative Perspective
- Political Transitions & Institutional Consequences
- ICT Infrastructure & Governance: Gaps & Opportunities

The symposium came in the wake of AAPAM and SAPA jointly collaborating in the production of a special edition of the African Journal for Public Administration and Management (AJPAM). Dr Scott mentioned that such collaborations enhance the capacity of Public Administration in Africa and beyond. AAPAM will continue to collaborate in cross cutting areas of mutual interest with its partners across the globe.

LE BUDGET PARTICIPATIF COMME INSTRUMENT DE LA RÉFORME DES FINANCES PUBLIQUES DANS LES ENTITÉS TERRITORIALES DÉCENTRALISÉES EN RÉPUBLIQUE DÉMOCRATIQUE DU CONGO

Par : Christian Mushagalusa Nkunzi, PhD Élève, Public Administration Université d'Ottawa, Canada

Le Budget Participatif Comme Instrument de la Réforme des Finances Publiques dans les Entités Territoriales Décentralisées en République Démocratique du Congo - Par : Christian Mushagalusa Nkunzi, PhD Élève, Public Administration Université d'Ottawa, Canada

Depuis 2006, la République Démocratique du Congo (RDC) est dans une phase des réformes de son appareil d'État. L'un des axes majeurs de cette phase de transformation concerne les finances publiques. Dans son Plan stratégique des Réformes des Finances publiques (PSRFP) adopté en 2010, le gouvernement congolais fait le constat de faible affectation du budget aux priorités de développement, absence de cohérence entre le budget et les stratégies nationales de développement, dysfonctionnement du processus budgétaire, manque de contrôle des finances publiques et difficulté d'accès du public à l'information budgétaire.

Ces problèmes sont à la base de la non-affectation des ressources financières aux politiques publiques jugées prioritaires pour répondre aux désidératas de la population. Avec la réforme de la décentralisation politique en cours depuis 2006, le gouvernement congolais entend promouvoir le développement au niveau local, donc dans les Entités territoriales décentralisées (ETD), en améliorant la gestion des finances publiques. C'est dans cette perspective que le Budget participatif (BP) a été choisi par les autorités congolaises comme instrument pour faciliter cette réforme au niveau local.

Dans ce papier, nous tenterons de répondre de manière succincte à quelques questions. C'est quoi le BP? Quels sont ses effets sur le pouvoir des citoyens ordinaires? Quels sont les défis majeurs qui entourent la mise en œuvre de cet instrument en RDC?

1. Le budget participatif

Expérimenté avec succès pour la première fois en 1989 à Porto Alègre au Brésil, le budget participatif est compris comme un dispositif qui consiste à faire participer directement les citoyens ordinaires aux

décisions et discussions concernant l'allocation des finances publiques de leur entité politique. Le BP est considéré comme l'une des meilleures innovations par l'Organisation des Nations-Unies (ONU) et la meilleure pratique par la Banque mondiale. Il a été largement diffusé par les organisations internationales. Parmi les organisations internationales qui le diffusent, la Banque mondiale joue un rôle de premier plan, car elle a réussi à le transférer dans plusieurs pays d'Afrique qui entreprennent des réformes administratives (Goldfrank, 2012).

C'est dans cette perspective que la Banque mondiale a diffusé le BP en RDC. Dans les réformes des finances publiques que le pays mène depuis plus d'une décennie, le BP est considéré comme un instrument pouvant faciliter la rationalisation des fonds publics, en assurant le contrôle citoyen, le renforcement de la transparence financière et la cohérence entre les politiques publiques et les besoins réels des communautés.

2. Les effets du BP sur le pouvoir des citoyens

Depuis le début de sa mise en œuvre en RDC, le BP a permis une ouverture de l'action publique au niveau local. Le constat fait est que les citoyens ont un certain pouvoir de décision bien qu'il soit limité. Désormais, les décisions concernant l'affectation de fonds public sont démocratiquement négociées dans les espaces tels que les forums de quartiers et les assemblées électives. Dans les forums des quartiers, les habitants du quartier concerné sont réunis pour débattre de leurs problèmes et définir la liste de priorités à adresser aux autorités locales. Les priorités choisies par tous les quartiers sont discutées à l'assemblée électorale qui en retient 3 priorités à soumettre à l'autorité locale pour exécution. Cet exercice a permis aux citoyens d'être constamment informés sur l'action de leur entité locale, parce que les informations sur les recettes et les dépenses locales sont affichées et mises à la disposition de tous les citoyens qui le désirent.

Dans toutes les entités locales qui appliquent le BP, il y a un autre instrument de redevabilité qui est utilisé que l'on appelle « Tribune d'expression populaire ».

L'autorité communale convoque tous les habitants de sa circonscription, elle les réunit dans une salle ou à une place publique pour leur présenter tous les projets réalisés et en cours de réalisation en lien avec le BP. Les citoyens posent toutes les questions possibles auxquelles l'autorité communale et ses services doivent répondre.

3. Les défis majeurs de la mise en œuvre du BP

Le défi majeur que rencontre le BP concerne la non-exécution de la majorité des projets votés par les citoyens. Plusieurs sources concordantes évaluent le taux de réalisation des projets à moins de 30%. Deux raisons sont avancées pour justifier cette situation. Les sources du gouvernement central pensent que c'est un problème de management des autorités locales qui ne sont pas capables non seulement de mobiliser les moyens, mais aussi d'inverser les priorités. Le budget communal en termes de dépenses à deux rubriques : investissement et fonctionnement. Mais dans les recettes de la commune, les autorités locales affectent plus d'argent au fonctionnement (70%) et moins

d'argent aux investissements (30%). C'est l'une des raisons qui fait que les moyens pour l'exécution des projets font défaut.

Par ailleurs, nous estimons que le manque d'effectivité de la décentralisation financière serait la cause la plus pertinente des défis que rencontre la mise en œuvre du BP. En effet, le gouvernement central collecte au profit des provinces toutes les recettes d'intérêts communs. Il est constitutionnellement prévu que 40% de ces recettes collectées soient mensuellement rétrocédées aux provinces au prorata de leurs capacités contributives. Il revient aussi aux provinces de rétrocéder 40% aux ETD. Le constat fait est que cette rétrocession est très irrégulière et n'atteint jamais 5 fois par an. Et lorsque c'est envoyé, c'est un montant forfaitaire que le gouvernement central et les provinces octroient aux ETD. Pourtant en dehors de la rétrocession, les recettes propres aux ETD ne constituent que 30% de leurs prévisions budgétaires. Ce qui fait qu'elles manquent toujours de moyens pour exécuter les priorités choisies par les citoyens dans le cadre de BP.

CALL FOR AAPAM INNOVATIVE MANAGEMENT AWARD – 2022

The African Association for Public Administration and Management (AAPAM) announces a call for submissions for the AAPAM 13th Innovative Management Award. The AAPAM Innovative Management Award is a continental wide award to honor public sector institutions, organizations and ministries which have made exceptional and longstanding contributions to public service delivery.

The Awards will be presented at the 41st AAPAM Roundtable Conference. Winners and other leading entries will be extensively publicized and featured in the AAPAM Newsletter.

For further clarification or queries, feel free to visit our website at www.aapam.org or contact us at aapam@aapam.org and info@aapam.org

WORLD GOVERNMENT SUMMIT ON SHAPING FUTURE GOVERNMENTS

By Julie Muia, Programs Officer.



From Left to right- UNCTAD Secretary General, Rebeca Grynspan who chaired the session, Prof Paul Mavima, Minister of Public Service, Labour, and Social Welfare, Zimbabwe and Dr George Scott the AAPAM Secretary General

The World Government Summit was held from 29th-30th March 2022 in Dubai, United Arab Emirates, against the backdrop of the Expo 2020 Dubai under the theme “*Shaping Future Governments*”. The 8th World Government Summit drew the participation of over 4,000 thought leaders, global experts and decision makers from around the globe to share and contribute to the development of tools, policies, and models that are essential in shaping future governments. The grand opening ceremony was presided over by H.E. Mohammad Abdulla Al Gergawi, the minister of Cabinet Affairs, UAE and Chairman of the World Government Summit, who set the stage for the 2-day deliberations that sought to address global challenges with innovative and sustainable solutions driven by world leaders. With over 110 sessions and workshops running concurrently, delegates had the uphill task of deciding which sessions to attend with the hope of being able to attend all sessions at the same time.

Technology and economic development were among the cross-cutting topics that were discussed in line with shaping future government theme. The onset of the COVID-19 pandemic heightened the need for economic stability and sustainability with the world economies being adversely affected by the pandemic. To advance towards economic recovery according to speakers, requires an array of strategies ranging from investments in emerging markets, diversification, entrepreneurship and gender equality, localized to resonate with the local context, this strategy necessitated the collaboration of all stakeholders with government as the drivers and enablers. The evolution of technology has for instance shifted the financial landscape with the advancement of blockchain technology which revolutionized the banking system with the emergence of digital currency and digital accounting systems.

Artificial intelligence on the other hand, has played a major role in the delivery of services with efficiency rates poised to be at the levels of 100% in terms of performance. During the session, speakers emphasized that rapid digital technology and economic sustainability required proactive practices from governments to enhance the capabilities of leaders in managing and adapting to smart technologies. From the discussions, it was clear that shaping future governments is marred with challenges as well as vast opportunities for advancement.

On 30th March 2022, AAPAM and Government Solutions International hosted a ministerial session focusing on the topic *“The future face of Civil Service” under the theme “Policies that Drive Progress and Government Development”*. The session enlisted the participation of ministers from Zimbabwe, Spain, Bangladesh, Uruguay, Bosnia Herzegovina, Azerbaijan, and Dominican Republic. Regional organizations represented were AAPAM, Eastern Regional Organization for Public Administration (EROPA) and the Central American Region for Public Administration (CARPA). The 90-minute session was chaired by Mrs. Rebeca Grynspan, Secretary - General of United Nations Conference on Trade and Development (UNCTAD) and moderated by Dr. Guido Bertucci, Executive Director of Governance Solutions International.

In their presentations, ministers presented strategic policies that drive progress and government development including redefining productivity, embracing technology and digital transformation, retraining of public administrators, employment of youth in public service, improving remuneration in public service, bridging the vaccination gap as well as encouraging citizen participation.

Representing AAPAM, Dr. Scott, gave an organizational perspective on navigating the tumultuous COVID-19 period stating that AAPAM remained committed to delivering our mandate to share knowledge and build capacity of public service. In line with the SDGs, AAPAM embarked on strengthening partnerships and leveraging networks to achieve more objectives with less resources, less interactions whilst heightening research and policy advisory to African governments.

One of the AAPAM flagship programmes advocates for strengthening digital capacities in African public service informed by the existing gaps in adoption of new and emerging technologies especially in sub-

Saharan Africa, exceptions being in South Africa, Kenya and a handful of other countries. To remedy this predicament required deliberate acceleration of adoption of technology regulated and safeguarded by policy makers. He further encouraged reverse training/mentorship/ transfer of knowledge with the younger generation of public servants and young professionals taking a training role to sensitize senior officials on web-based application and the internet of things as well as driving digital transformation and innovations.

From the lessons learned on an organizational level, Dr. Scott further recommended the following policies to further drive progress and government development as;

- Strengthening Institutions through reforms
- Transformation and modernization using the endless possibilities presented by the 4IR
- Creating an enabling environment for innovations to grow and thrive
- Focusing on home-grown solutions instead of a one size fits all approach
- Continuous capacity building of public servants

At the closing ceremony, the Summit presented Hon. Azucena María Arbeleche, Minister of Economy and Finance, Uruguay with the best minister in the world award celebrating her achievements in spearheading her country's efforts to drive economic recovery with the highest exports in its history and high rate of job creation. The 9th World Government Summit will take place from February 13th - 15th 2023 in Dubai, UAE.



AJPAM/ SAPA SPECIAL EDITED ISSUE VOL. XXVIII NO. 2 JULY - DECEMBER 2021

By Julie Muia, Programs Officer.

AAPAM partnered with the Section of African Public Administration (SAPA) to jointly develop the Special edition journal, this collaboration is supported by the long-standing partnership between AAPAM and the American Society of Public Administration (ASPSA). In this edition, we focus on Africa's Development Governance Post COVID-19 Disruptions, Setbacks, Opportunities for An Equitable Socio-Economic Recovery. The journal we explore the dynamic challenges confronting African governments in terms of promoting good governance and democracy as advocated in Agenda 2063 and the SDGs.



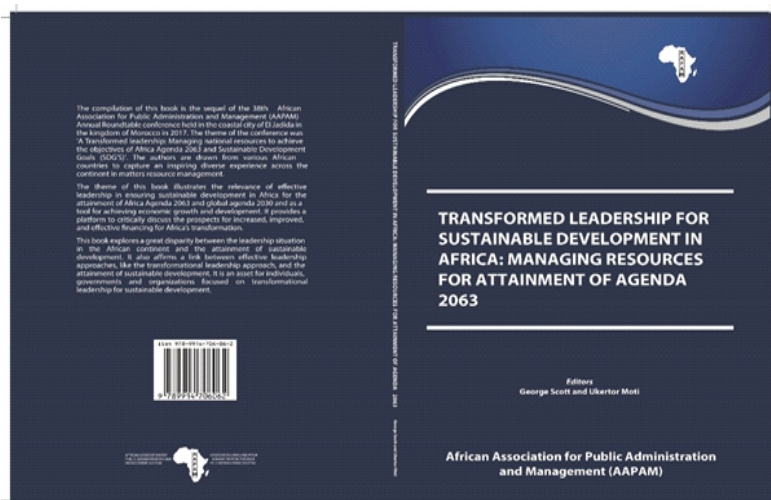
Among the recommendations suggested by a sundry of scholars and practitioners include:

- Strengthening Institutions through reforms
- Transformation and modernization using the endless possibilities presented by the 4IR
- Creating an enabling environment for innovations to grow and thrive
- Focusing on home-grown solutions instead of a one size fits all approach
- Continuous capacity building of public servants

AJPAM/SAPA Special edition is available in softcopy and a limited number of hardcopies. For more information visit www.aapam.org

BOOK LAUNCH

By Clifford Ogutu, Assistant Programs Officer



A book on *Transformed Leadership for Sustainable Development in Africa: Managing Resources for Attainment of Agenda 2063* has also been unveiled. The book is a result of the presentations made during the roundtable conference in El Jaidah Morocco. The publication is rich with content that focus on transformation of public administration and management within the context of implementing the African Union agenda 2063 and the global sustainable development goals.

CYBERSECURITY IS PANECEA TO AFRICAN DIGITAL REVOLUTION CHALLENGES - INTELLAS BOARD ROOM SERIES



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Cybersecurity Boardroom Series

Intellas had a successful cybersecurity workshop in Accra, Ghana, dubbed, “the Cybersecurity Boardroom Series”. The Cybersecurity Boardroom Series which took place on the February 24, 2022 was designed to enable senior executives and board members to gain an understanding of the necessary and critical tools for defending and securing the cyberspace of their respective organizations.

According to Intellas, regulatory requirements and compliance obligations enacted by law or international standards call for the urgent need for senior executives to be equipped in providing the leadership and capabilities essential for responding robustly and efficiently to

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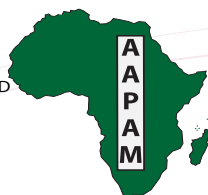
emerging cyber risks, threats and attacks. These threats may comprise Ransomware, Espionage, Data breach, Privacy violations and Intellectual Property theft, among others, leading to reputational damage, breach of trust and significant financial losses.



Intellas works with a global team led by Professor Godfried Williams Chief Executive Officer, Keturah Osabutey (Country Representative), Dr. Gershon Adzadi (Global Tech Lead), Nana Efua Rockson (Communication Lead) and a network of international experts.

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AAPAM PROGRAMMES 2022

Programme	Tentative Date	Venue/ Country	Partnering Institution	Target Group
6 th Edition AAPAM/ DPSA/ SPMA Seminar Series (Research Forum)	20 th -21 st January	Stellenbosch University, South Africa	DPSA	All
Section of African Public Administrators (SAPA) symposium	18 th -22 nd March	Jacksonville, Florida USA	ASPA/ SAPA	Invited participants
World Government Summit programme	29 th -30 th March	Dubai, United Arab Emirates	World Government Summit	Invited participants
UN Committee of Experts in Public Administration (CEPA) Meeting	4 th - 8 th April 2022	New York, USA	UNDESA	Invited participants
AFRICITIES	17 th -21 st May	Kisumu, Kenya	UCLG- Africa	All
International Human Resource Day	20 th May	Arusha, Tanzania	APAT, HRSTA, AHRC and SAAPAM	All
AU Declaration Implementation programme	May	Kenya/South Africa	AMDIN/AUC- STC8	Invited participants
Fourth Ethiopian Public Administration Conference	15 th -18 th June	Addis Ababa, Ethiopia	EPAA, IIAS, KU Leuven	All
Africa Public Service Day	23 rd June	National level		All
IASIA Conference	25 th - 29 th July	Rabat, Morocco	IASIA/ UCLG-A	All
African Regional Leadership Programme	6 th - 8 th September	Kenya School of Government Mombasa Kenya	TBD	All
41 st Roundtable Conference	6 th - 9 th December	University of Western Cape, Cape town, South Africa	Department of Public Service Administration (DPSA) -South Africa/ University of Western Cape/SPMA	All

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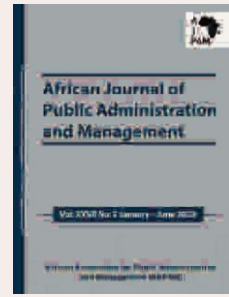
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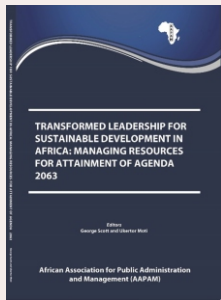
39th Roundtable Conference Report



40th Roundtable Conference Report



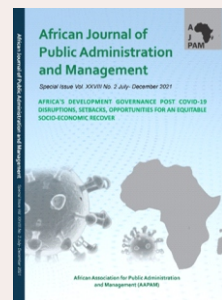
African Journal Of Public Administration and Management (AJPAM) Special Edition Vol XXV No. 2 January- June 2020



Transformed Leadership for Sustainable Development in Africa: Managing Resources for Attainment of Agenda 2063



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