



AAPAM

THE AFRICAN ASSOCIATION FOR PUBLIC ADMINISTRATION AND MANAGEMENT.

Newsletter



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What is AAPAM

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

Who are Members of AAPAM

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

Categories of AAPAM Membership

AAPAM Membership consists of four categories:

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

What are the benefits for Members?

All paid up members receive the following services and products:

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

AAPAM Council

All Executive Committee Members
All Chairpersons of National Chapters
Representative of Individual Members

1. Hon. Deng C. Malang
2. Dr. Finlay Sama Doh
3. Mrs. Gertrude Mpaka
4. Mr. Joseph Dada

Representatives of Corporate Members

1. Uganda Management Institute
2. Kenya School of Government
3. Lesotho Institute of Public Administration and Management
4. Ghana Institute of Management and Public Administration
5. University of Pretoria



Dr. John Nakabago
AAPAM President

Letter from the President

Dear Valued Reader,

Greetings from the African Association for Public Administration and Management (AAPAM) Executive Committee, Council, and the Secretariat. I am delighted to bring to you the 92nd newsletter edition. Over the years, we have made significant strides in promoting excellence in public administration and management in Africa, and we are proud to share with you the advancements made.

In this edition, we have packed the newsletter with exciting updates and insightful articles. Let me give you a sneak peek of what you can expect:

41st Roundtable Conference Proceedings: The recently concluded 41st Roundtable Conference organized by AAPAM was a resounding success, with thought-provoking discussions and engaging debates on various topics related to public administration and management. We have captured the highlights of the conference for you to be updated on the proceedings of the roundtable which was held in Cape Town in December 2022.

AAPAM's Innovation Management Award (IMA) and Gold Awards: IMA and Gold Awards recognize outstanding achievements in public administration and management across Africa. We are thrilled to share the winners' and celebrate their contributions towards advancing the latest innovations in public administration.

World Government Summit: AAPAM actively global partners and participates in global events that promote governance excellence. In this newsletter, we share updates from our participation at the World Government Summit, which was held in Dubai, United Arab Emirates in February.

In support of the accelerated implementation of the SDGs, AAPAM participated in at the UNDESA virtual summit under the theme, Mainstreaming the Sustainable Development Goals (SDGs) in the Curricula of Schools of Public Administration. AAPAM recognizes the importance of incorporating the United Nations SDGs into public administration curricula, we too affirm our commitment to incorporate SDGs on our training programmes and publications.

In this edition, we are honored to feature Dr. John Mary Kauzya, former Chief of the Public Administration Capacity Branch at the United Nations and a renowned global expert in the field of public administration and management. He shares his valuable insights on a wide range of pertinent cross cutting areas. Additionally, we have an article by the Chandler Institute of Governance (CIG) that sheds light on the work that they do, and upcoming Programmes that APPAM is working alongside them.

AAPAM Book Club: We are excited to introduce the AAPAM Book Club (ABC), a new initiative aimed at fostering a culture of reading, discussions and continuous knowledge dissemination among our members. We will share information about the latest book selections, reviews, and opportunities to engage in meaningful discussions.

This coming quarter, AAPAM has lined up exciting programmes for you, our member. They include Training of Trainer (TOT) programme scheduled from 2nd – 6th July 2023 at the Palestine National School of Administration (PNSA), Palestine; 7th Edition AAPAM/ DPSA / SPMA research seminar on leveraging sustainable human resource management to enhance Africa's state resilience in times of crises, 30th May-1st June 2023 among others. Kindly visit our website at www.aapam.org for more detailed information on these Programmes.

We hope that you find this newsletter informative, inspiring, and thought-provoking. AAPAM remains committed to providing a platform for knowledge sharing, networking, and professional growth in the field of public administration and management in Africa.

As always, we welcome your feedback, suggestions, and contributions to enrich the newsletter and make it even more relevant to you, our reader. Thank you for your continued support, and we look forward to your active engagement with AAPAM.

41st Roundtable Conference “Africa’s Renewal in the Era of Sustainable Development: Shared Responsibility for Strengthening Institutions”

By Clifford Ogutu - Assistant Programs Officer



Honorable Ministers, Guests and members of the AAPAM Executive Committee during the official opening ceremony of the 41st Roundtable Conference

The 41st African Association for Public Administration and Management (AAPAM) Roundtable Conference was held at the University of Western Cape, in Cape Town, South Africa from 6th- 9th December. The theme for the conference was, **Africa’s Renewal in the Era of Sustainable Development: Shared Responsibility for Strengthening Institutions**. This was the second time the Republic of South Africa was hosting the Roundtable, having hosted it in 2010 at Durban.

The roundtable conference brought together over 550 delegates from over 25 countries. Among those who graced the conference were: Ministers and Deputy Ministers; Heads of Public/Civil Services and Secretaries to Cabinet; Permanent/Principal Secretaries, local elected officials and other high ranking Government Officials; Chairpersons and Commissioners for Public Service Commission; Heads of Management Development Institutes; Development Partners; Representatives of Statutory Institutions; Scholars and researchers, practitioners, AAPAM Young Professionals and other delegates of various standing.



Mr Thulas Nxesi: Acting Minister for Public Service and Administration: Government of South Africa

The opening ceremony of the conference was presided over by Mr Thulas Nxesi: Acting Minister for Public Service and Administration: Government of South Africa. In his opening remarks, He conveyed gratitude to AAPAM for the honour bestowed on South Africa to host such a high profile and diverse delegation from all over Africa and the world. The Minister’s address focused on the need for strengthening Institutions, Integration of Africa and importance of innovations in public administration noting that these were imperative for Africa’s accelerated development.

In his remarks, AAPAM President Dr.



Dr. John Nakabago, AAPAM President

John Nakabago noted that over the years, AAPAM programmes have focused on Agenda 2063 and the Sustainable Development Goals (SDGs), with emphasis on good governance, ethics, and accountability. The 42nd Roundtable marked a significant advancement of the administrative academic nexus where academic institutions would spearhead evidence informed policy making.

AAPAM Partners in attendance included; South African Association for Public Administration and Management (SAAPAM), International Institute of Administrative Science (IIAS), Association of African Public Services

Commissions (AAPSCOMs), Chandler Institute of Governance (CIG), African Union Commission (AUC) among others who reiterated their commitment to a partnership and harnessing the collective technical and financial resources towards Africa's renewal.

Conference sessions

The 41st Roundtable conference was organized in seven (7) plenary sessions, which were divided into various breakaway sessions and specialized parallel sessions respectively.



Panelists engaged in discussion during a session at the Conference.

The 4-day deliberations, led by a team of expert paper presenters, noted that Africa had made significant progress in recent years towards achieving sustainable development. However, the continent still faced numerous challenges such as poverty, unemployment, inequality, and environmental degradation. These challenges could only be addressed by strengthening institutions that promote good governance, transparency, and accountability. Of the key institutions that need to be strengthened in Africa is the rule of law. Further, it was noted that another critical institution that needs to be strengthened is the electoral process. Free and fair elections are essential for ensuring that citizens have a say in the governance of their countries. By strengthening electoral institutions, African countries can promote democratic governance, accountability, and transparency.

Lastly, the private sector is also an important institution that can contribute to Africa's renewal in the era of sustainable development. Strong private sector institutions can create jobs, boost economic growth, and foster innovation. However, private sector institutions must be accountable and transparent to ensure that they operate in the best interest of society.

AAPAM General Assembly



The New AAPAM Executive Committee Members together with the New Young Professionals Network Executive Committee members following their election at Cape Town, South Africa.

During the roundtable conference, AAPAM held its General Assembly to elect in new office bearers for the Executive Committee and the AAPAM Young Professionals Network (YPN) respectively. The new Members of the Executive Committee are Dr. John Nakabago (Uganda),

AAPAM President; Mr Dada Joseph Olugbenga Mni, (Nigeria), Deputy President; Dr Nicholas Francis Ayamga (Ghana), Vice President West Africa; Mr Ayoub Juma Kilabuka (Tanzania), Vice President East Africa; Mr Faustine Clovis (Cameroon), Vice President Central Africa and Ms Yoliswa Makhasi (South

Africa), Vice President Southern Africa. The new Executive Committee through the President made a pledge to fully transform the association and move it forward to greater heights.

The YPN leadership comprised of Mr. Rajab Lukwago (Uganda), President;

Mr. John Konuwa (Sierra Leone); Deputy President; Ms. Saidah Malingha (Uganda), Vice President, Eastern Africa; Ms. Ciata Stevens d'Almeida (Liberia), Vice President, Western Africa; Ms. Gcino Mlaba (South Africa) Vice President, Southern Africa; Ms. Magafui Aji Nyatepa (Ghana), Secretary and finally, Mr. Clifford Ogutu, YPN Coordinator (AAPAM Representative)

Excursions in Cape Town, South Africa

After the successful conclusion of the engaging roundtable discussions, delegates were treated to a memorable experience as they embarked on a tour of some of Cape Town's breathtaking tourist attractions. The majestic Table Mountains, with their iconic flat-topped peaks and panoramic views of the city and surrounding

landscapes, left the delegates in awe of nature's grandeur.

As part of the tour, the delegates also visited Robben Island, a place of historical significance where Nelson Mandela and other anti-apartheid activists were once imprisoned. They were moved by the poignant stories shared by former political prisoners, which shed light on South Africa's turbulent past and the resilience of its people in the pursuit of freedom and equality.

The Thirteenth (13th) AAPAM Innovative Management Award (IMA) Ceremony and Gold Medal Award Winner

By Clifford Ogutu- Assistant Programs Officer



After every 3 years, AAPAM awards the prestigious Gold Medal Award to an individual with exemplary leadership and significant contributions to the advancement of excellence in public administration and management in Africa. 6th December 2022, Dr. John-Mary kauzya was bestowed the award in recognition for his elaborate public service spanning for over 30 years at an exquisite cocktail hosted by the Government of Uganda.

Dr. John Mary Kauzya shared with the audience his journey and thanked AAPAM immensely for the award accorded to him. He noted that public service is not just a job, but a calling which requires dedication, hard work, and a deep sense of responsibility to serve the public. While giving the award, Dr. John Nakabago, noted that Dr. Kauzya was an experienced public servant who was passionate about transformation of Africa through innovation.



IMA awards before the award ceremony

The 13th Innovation Management Awards (IMA) Ceremony took place at the Southern Sun Hotel in Cape Town on 7th December 2022. The IMA Ceremony saw the recognition and awarding of six outstanding organizations in the Continent through their unique innovations which had transformed their countries.

Following vigorous Interviews by the members of the Jury, the following organizations were awarded:

- i. Gold Award* Yalla Super App Integrated with WIN Loyalty Program by Egypt Post
- ii. Silver Award* Housing for all Egyptian, Social Housing and Mortgage Finance Fund Egypt
- iii. Bronze Award* Central Chronic Medication Dispensing and Distribution (CCMDD) Fondly call "dablap meds" shortcut to chronic meds Ministry of Health South Africa
- iv. Glass Award E – CITIZEN*, National Treasury, Kenya
- v. Glass Award* Twinning of Schools Programme, Gauteng Department of Education (GDE), South Africa,
- vi. Presidential Award* Effective Organizational Change for the National COVID-19 Vaccination Programme in Mauritius, NCD, Health Promotion and Research Unit of the Ministry of Health and Wellness in Mauritius

9th World Government Summit – Dubai, United Arab Emirates (UAE)

By Julie Muia, Programs Officer



The World Government Summit was held from 13th- 15th February 2023 in Dubai, United Arab Emirates, under the theme “**Shaping Future Governments**”. The Summit drew the participation of over 4,000 from over 190 countries 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.

Since 2019, AAPAM in partnership with Governance Solutions International, led by the Executive Director Dr. Guido Bertucci, have held ministerial sessions to further address the summit theme. This year participants included ministers from, Argentina, Azerbaijan, Brazil, Cuba, Dominican Republic, Egypt, Kenya, Philippines, Samoa, Uganda, Uruguay and Zimbabwe. Regional Organization represented included United Nations Economic Commission for Europe (UNECE), Eastern Regional Organization for Public Administration (EROPA), Astana Civil Service Hub (ACSH), The Caribbean Centre for Development Administration (CARICAD) and AAPAM represented by Dr. John Nakabago, AAPAM president.

From the deliberations, the impetus for change was largely driven by factors such as demographic change,

technology and data as a key enabler for economic development; financial challenges occasioned by crises including war, and pandemic; and the pursuit of the implementation of SDGs and continental development agendas. Key recommendations advocated for by participating countries represented include:

- Digitization and utilization of new technologies of government services effective for both the pandemic and post-pandemic period
- Continuous capacity building of public servants geared towards re-tooling and re-skilling administrators
- Securing an enabling environment for a dynamic innovation ecosystem, with the global South proving its commitment in advancing home-grown solutions to development challenges while effectively leveraging on technology
- Greater collaboration between local and national governments in order to standardize service delivery and spur economic advancement in least developed locals
- Strengthening environmental governance to preserve the fragile ecological balance and mitigate adverse effects of climate change

Governance Accelerators

This year, the WGS had a robust speaker roster which included heads of government, private sector titans, and philanthropic organizations. Notably, tech titan, Elon Musk, CEO of Twitter, Tesla and SpaceX, took a virtual stage to address the impact of technology to the global citizens and opportunities for business, information communication, and ‘truth’. In his address, he observed that about 8 billion people use social media channels to eagerly generate and, consume information whether true or false. According to him, governments should utilize social media channels to keep citizens informed, engaged and to speak authentically on policy matters especially with the younger demographic.

By his assertion, social media and technology such as Artificial Intelligence (AI) and the infamous Chat GPT chatbot present an opportunity for governments to simultaneously improve transparency and accountability as well as efficiency. Debunking the notion that tech firms were at risk of infringing on government privacy on data as well as that of citizens, by raising a new power frontier centered on data, Elon effectively advised governments to take adequate measures to protect data as with every

technological advancement, there stood a possibility of abuse, thereby calling for discussions with all stakeholders on how to formulate regulatory policies to oversight the growing space on technology.

The highly anticipated session with Mr. Musk drew a large crowd onto the main plenary hall, despite the sudden change to a virtual session. The session unfortunately did not allow a QnA session for the many curious participants keen to address matters concerning his work ethic, vision for technology especially in space venture and of course the infamous question of the next Twitter CEO.

Sideline Meetings

AAPAM took the opportunity to hold sideline meetings with the organization and partners including ministers from various countries and representatives of various organizations. Continental and international partnership with likeminded organizations enables AAPAM to leverage on expertise and experiences worldwide. Furthermore, partnerships add value to AAPAM members who can access country exchange programs, fellowship programs and specialized capacity building programs.



AAPAM President Dr. John Nakabago, Hon Ulvi Mehdiyev, Chairman SAPSSI and Dr. George Scott, AAPAM Secretary General



Hon Aisha Jumwa, Cabinet Secretary Ministry of Public Service Gender and Affirmative Action, Republic of Kenya with AAPAM President Dr. John Nakabago and Dr. George Scott, AAPAM Secretary general



Regional organization representatives including Mr. Alex Lopez UNECE, Dr. Alex Brillantes (EROPA) Dr. Guido Bertucci Executive Director Governance Solutions International, Dr. George Scott (AAPAM), and Mr. Ali Khan Baimenov (ACSH)



Hon. Mousa Abu Zaid, Chairman of General Personnel Council Minister Palestine and Ms. Julie Muta AAPAM

UNDESA Presidential Summit on Mainstreaming the Sustainable Development Goals (SDGs) in the Curricula of Schools of Public Administration



The United Nations Department of Economic and Social Affairs (UN DESA) through the Division for Public Institutions and Digital Government (DPIDG) organized an online Presidential Summit on Mainstreaming the Sustainable Development Goals (SDGs) in the Curricula of Schools of Public Administration on 27th February 2023. The summit builds on the meetings of the Global Network of Schools of Public Administration spearheaded by DPIDG as part of the Global Initiative on building capacities of public servants for the implementation of the SDGs. The summit was attended by Presidents and Executive Directors of Associations of Schools of Public Administration and Executive Directors from around the world. AAPAM was represented by Dr. John Nakabago AAPAM President and Secretary General Dr. George Scott.

In his keynote address, Dr. Allan Rosenbaum, President, American Society for Public Administration (ASPA) noted that Associations of schools of public administration should play key roles in ensuring that schools of public administration teach the SDGs to public servants, this would serve to raise awareness of the SDGs to public administrators. Systematic teaching of SDGs in the curricula of schools and institutes of administration was recommended as a strategy at all levels (undergraduate, masters, and PhD) to ensure linkages to public policy. The challenges of mainstreaming and accelerating the implementation of SDGs warranted training and capacity development in key areas such as:

digital governance, digital literacy, public-private-people partnerships, implementation of the SDGs, localizing SDGs and training of trainers, lectures. Exercises on climate change and changing mindsets of civil servants, leadership, customized induction handbooks, and best practices workshops would also serve to increase awareness of SDGs.

It was recommended that public institutions at the national, subnational, regional, and local levels in charge of public policies and public strategies could also strategically contribute towards mainstreaming the SDGs, as it is through political will and commitment to implement the necessary policies towards the SDGs that creates a demand for their teaching and education. Horizontal and vertical collaboration among all stakeholders remains to be essential, the revision of the Standards of Excellence in Public Administration Education and Training, a joint initiative of DESA and IASIA, demonstrates such synergies and also offers a great opportunity to reconsider how better to mainstream the SDGs into the curricula of schools and institutes of administration.

In his presentation, AAPAM President reiterated AAPAM's commitment towards the global development agenda and as such, had made intentional strides to mainstream SDG 16 on strengthening institutions in all programmes. Key advancements undertaken by AAPAM include participation in regional capacity building workshops focusing on strengthening national institutional capacities for SDGs hosted by DESA

and APRM. Evidently, competences in leadership and policy coherence requires strengthening, therefore AAPAM has developed a toolkit focusing on leadership development and training of public servants as a strategy for enhancing competence in public administration, as rationalized under the CEPA effectiveness category. The toolkit serves as a guide for the undertaking of capacity building programmes, including key aspects such as budget allocation, design and delivery of capacity building programmes, core competencies to be strengthened as well as productivity and performance.

AAPAM affirms its commitment to mainstream SDGs in all programmes to provide a platform where all stakeholders including UN agencies can exchange ideas, lessons learned and best practices in all our national, regional continental and international programmes. AAPAM further commits to develop a special edition journal focusing on the challenges and opportunities for implementing the SDGs and Agenda 2063. Recognizing Innovations as a key indicator for effective, transformational and responsive public administration, AAPAM commits to dedicate a special category under the AAPAM Innovative Management Awards (IMA) to focus on SDG implementation including the Voluntary National and Local reports (VNRs/ VLRs) through this initiative we aim to encourage both adoption, reporting and sharing of best practices.

The full report from the Presidential Summit can be accessed from [United Nations Public Administration Network](#)

AAPAM Feature

Dr. John-Mary Kauzya- Career Public Servant and AAPAM Gold Award recipient 2022



One sentence to describe yourself:

A dedicated Professional Public Servant

Personal mantra and why: “I have got something they can never take away”! (This is from Bob Marley’s “Ride Naty Ride”)

1. When did you join the public service of Uganda? What was your title?

I joined the Public Service of Uganda in 1983 at Makerere University as a Teaching Assistant in the Department of Languages teaching French. I later, in the same year, was recruited by the Uganda Public Service Commission in the Ministry of Public Service and Cabinet Affairs and deployed at the then Institute of Public Administration – IPA (now the Uganda Management Institute - UMI) as an Assistant Lecturer teaching French and Administrative Communication.

2. Was public service your career of choice?

In a way the public Service was my career of choice. At the time when I graduated with my bachelor’s degree, every graduate wanted to be in the Public Service. The private sector was not yet strong enough to offer promising employment to those who cared strongly about their growth and development.

Is there a particular moment in your career that you would say changed the course of your public service career?

The moment that made me realize that I had the capacity to provide advice beyond Uganda in matters of Public Sector and Public Service performance improvement was in 1996. I was hired by the University of Liverpool to be part of an international consultancy team to provide advice to the Northwest Province of South Africa in Mmabatho. The advice I provided was very well received and, in a way, sparked off the whole discussion of Local Economic Development (LED) in South Africa. This success made me discover myself in terms of my capability to diagnostically analyze development challenges and design strategies to address them. I then decided that I should try to pursue my public service career beyond Uganda and serve Africa. It is for this reason that I unhesitatingly accepted the offer by UNDESA to take up the job of Inter-regional Adviser in Governance Systems and Institutions in 1999.

3. A career at the UN is an enviable one by all, how was your transition to the UN?

My joining the United Nations Department of Economic and Social Affairs (UNDESA) as an Inter-regional Adviser in Governance systems and Institutions came as a surprise, mainly because I did not apply for the job. It was offered to me. I had participated in the first Africa Governance Forum organized by UNDESA and the UNDP Regional Bureau for Africa in Addis Ababa. At

the end of the Forum the Director from UNDESA approached me and requested me to give him my CV which I did. A year later while I was on a 3-month consultancy assignment in Rwanda designing the country’s governance system, my Secretary at UMI called me and informed me that she had received a letter from UNDESA offering me the job of Inter-regional Adviser. I eventually accepted this offer because what the job required was exactly what I was already doing as a consultant based at UMI. The job was requiring me to support governance systems and Institutions development in Africa. As consultant at UMI I had already designed the Uganda Governance program, the Rwanda governance program, the Tanzania program and others. I guess the job was offered to me based on the governance programs I had already designed for these countries. They demonstrated my capacity to do the work. This job was on contract for one year but it paved way for continuing my public service career at the United Nations. I later signed another one-year contract as Inter-regional Adviser in Public Administration. After which I applied and competed for the Director job of Chief of Branch. The process of getting the job besides the interview was highly competitive because of the geopolitical idiosyncrasies of the UN. But I eventually got the job. By the time I retired I was Chief of Public Service Innovation Branch (PSIB) in the Division

for Public Institutions and Digital Government (DPIDG) of UNDESA.

4. How would you describe your leadership style, attitude towards leadership and lessons learned?

My leadership style at the UN was collaborative, inclusive and participatory. I did not want to pretend that I was the only expert in the establishment in matters of governance and public administration. Many colleagues had governance and public administration knowledge and skills. I had to tap on capabilities for my success as a leader. Some of my colleagues, especially the general service staff, had been in the UN for so many years and were by far more conversant than I was with the idiosyncrasies of the administration in the UN. I knew I had to depend on them to remain within the confines of rules and regulations of the system. I also knew that we were a small unit in the entire UN Secretariat and if we had to address governance and public administration challenges all over the developing world, we had to necessarily bring on board the capacities of institutions outside the UN: Institutions such as AAPAM. Consequently, I came to learn that capacity development includes also capacity mobilization. I came to learn that a leader cannot be the only one who knows things. A leader is given resources to use to do his/her work. The most important of these resources are the people (the colleagues). And so, all the leader needs to do is to use these people to succeed. The leader's work becomes easier that way.



Dr. Kauzya displaying his Gold medal award.

5: In a recent article in the AAPAM newsletter, you noted innovation is not a monopoly of wealthy or developed nations, is there a specific innovation from both LDCs and developed nations that stood out for you to support this assertion?

Indeed, innovation is not a monopoly of wealthy or developed nations. In my work at the United Nations, I supervised the United Nations Public Service Awards Program since 2003. This work exposed to me very numerous innovations in the public service in many countries of the world both developed and not developed. The “Ubudehe” in Rwanda which is a home-grown innovation that has effectively fought poverty at family level in the country won the UN Public Service Award some time back. The ASAN service center of Azerbaijan which is an admirable innovation in the public service of the country that has spectacularly transformed the delivery of service using ICT but built on a value platform of people focus, transparency, accountability, equity, inclusion, etc. The Kenya Huduma centers are an innovation in the country's public service which have demonstrated effectiveness of service delivery that could benefit many African countries if they were replicated. Innovation in the public service is taking place in all countries developed or not.

6: Over the years, you have played a pivotal role in facilitating young professionals to attend capacity building programmes at the UN level, in addition to being the patron of the YPN. What informed your decision to focus on the youth and what is your vision for the young professionals in the continent?

The attention I pay to the young Public Servants in Africa but also in the whole world is based on my understanding of the fact that life is a race of development. However fast one runs, however well-known one is as a runner in this race, if one does not pass on the baton, that race is lost. The ideals and values I believe to be central to success in the public service e.g., professionalism, accountability, equity, innovation, creativity, transformation, collaboration, and others need to be passed on to young public servants. It cannot be only the old public servants like me who need to have these values to guide their work. It is very important that young public servants have these values in their DNA. One way of knowing where the public service in Africa is heading to look at the quality of the young people that are being recruited in the Public Service. Young Public Servants in Africa need to internalize the possibility and opportunity of regional integration including Africa becoming one. They must learn and be ready to work across

borders. They need to be encouraged to deploy their creativity and mastery of ICT to drive the transformation of the Public Service to make it effective, people-focused, accountable, accessible and affordable. The young professionals need to internalize that Public Service is not self-service. It is service to the people.

7: You are a noted academic, publishing numerous articles and books in public administration, recently the book on the Rwanda after 1994: From Post-conflict to Development: Transforming Governance and Public Administration of Rwanda please share a brief on the book. We hope to feature this book in the AAPAM Book Club soon

Many people including my former colleagues at the United Nations always ask me where I find the time to write given the number of publications I have written. I write down my thoughts because I am committed to capacity development. While I have had opportunity to address Public Service leaders in conferences, workshops, seminars, expert group meetings etc., these are very few. Those I do not reach through such fora; I hope to reach them through reading my publications. More importantly when I write I am talking to the future. The young Public Servants will come when I am gone. Not writing down my thoughts would be denying them my capacity development efforts.

This book documents, for current and future generations, some of the elements of the country's governance and public administration system that have been constructed to transform Rwanda from a post-conflict State to a developmental State. The book highlights several factors that have facilitated the formulation and implementation of the many public policies that have led to the growth, transformation and development that Rwanda has implemented for the benefit of its people. The most important of these factors is the political will (a commitment by government leaders to act on its promises and commitments), the Civic will (the determination of the common people to engage in their own development process), the bureaucratic will (the resolve of public servants to work to improve the administration of the country), and the will of the international community to provide support to the government and people of Rwanda.



Dr. Kauzya making remarks during the 41st AAPAM RTC in Cape Town.

Are you working on another book?

I am working on another book for the time being titled “Practical Transformational Leadership for Sustainable Development in Africa”. It will focus on Transformational Leadership practices in Africa and documenting some of the most transformational innovations in governance, public administration, and delivery of public service on the continent.

8: Good governance is the bases for sustainable development, what foundational areas in African public administration would you recommend be prioritizing and strengthening over the next 10-15 years to realize this goal?

Social, economic and ecological sustainable development ensuring poverty eradication in Africa will be difficult to achieve without being subtended by good and effective governance strongly focused on accountability, inclusiveness, and effectiveness based on competence, sound policy making and collaboration. Although different African countries are in different situations regarding good effective governance, in a general way Public Administration systems on the continent are falling short of good effective governance and a lot needs to be done to cause improvements. Without good competent people at the center of all development efforts sustainable development is a chimera, it is not possible to achieve good governance

using bad governors!

9: You recently received the AAPAM Gold medal award congratulations-what does this award mean for you? Your country?

Yes! In December 2022 AAPAM awarded me with a Gold Medal this Award means a lot to me since it testifies to the intensity and quality of the work I have been doing since I joined the Public Service in 1983. But at the same time the Award presented to me with a challenge. I am aware that excellence in Public Administration in Africa has not been, in many respects,

achieved. And since receiving the Award I have been thinking about what needs to be done to advance the pursuit of excellence in Public Administration in Africa. The Award also means a lot for my country (Uganda) judging from the fact that the Minister of Public Service and the Head of Public Service and Secretary to Cabinet of Uganda travelled to Cape Town to witness me receiving the Gold medal. I am now back to Uganda in my status as a retired public servant. I hope I will be able to still contribute to the transformation of Uganda’s Public Service.

10: Having retired from the UN, what are your future plans?

I have retired when I am not yet tired. I intend to utilize the strength still left in me to continue championing the development of governance and public administration and management. I will stay closely associated with Universities and Management Development Institutes who carry out this job to bring my contribution.

With the Almighty continuing to give me strength, I will continue writing and publishing in governance, public administration and public Management. There has been persistent accusation of African scholars reading only books written by foreigner. My writings will continue providing an African perspective to Governance, Public Administration and Management from a home-grounded scholar.



AAPAM collaboration with the State of Palestine to Foster Public Service Excellence in Africa through TOT programme



State of Palestine Palestinian National School of Administration (PNSA)

CALL FOR APPLICATION FOR TRAINING OF TRAINERS (ToT) PROGRAMME
 Date: 2nd - 6th July, 2023.
 Venue: Palestinian National School of Administration (PNSA)
 Application deadline: 27th April, 2023
 Registration details on: www.aapam.org

AAPAM entered a partnership with the General Personnel Council of Palestine (GPC) in 2019, the partnership solidified an elaborate action plan to jointly execute programmes in areas such as knowledge sharing, research and capacity building programmes aimed at transforming the public services of both Africa and Palestine. Through this collaboration, AAPAM and the General Personnel Council of Palestine (GPC) through the Palestinian National School for Public Administration (PNSA), will conduct the first Training of Trainer Programme from 2nd- 6th July 2023 at the Palestinian National School for Public Administration (PNSA). This programme is fully funded by the General Personnel Council of Palestine. Programme details are available on www.aapam.org

AAPAM Book Club (ABC)

We are pleased to announce the establishment of the AAPAM Book Club (ABC). The book club is informed by a key mandate of sharing best practice and knowledge in public administration and management. AAPAM produces an array of empirically researched publications such as the African Journal for Public Administration and Management (AJPAM) and the AAPAM book which features a collection of articles focusing on thematic areas in public administration. With these key resources, AAPAM aims to inform policy making. Assuredly, the book club will serve as a vessel to encourage readership of publications on public administration and management resources, discussions on topical areas and ultimately, the application of knowledge acquired to transform public administration. AAPAM book club is founded on 3 key principles: *Critical thinking, Problem solving and Professionalism.*

The book club will be held virtually after every three months; a selected book will be communicated to allow members to read the books in order to effectively participate during the session. The book club will feature authors of articles, notable practitioners, researchers, a guest speaker and the AJPAM editorial committee. AAPAM book club is open to all AAPAM members.

The book club will be launched on 1st August 2023 in Nairobi, Kenya, where will be discussing the recent AAPAM publication titled *“Transformed Leadership for Sustainable Development in Africa: Managing Resources for Attainment of Agenda 2063”* copies of the book can be found online at www.aapam.org hard copies are available on order at USD\$20. A meeting link will be provided for members to join virtually. Let’s start

reading.

AAPAM Membership Benefits

AAPAM Professional Points (APPs)

We are glad to Introduce the AAPAM Professional Points (APPs), these are professional points accrued by AAPAM members through participating in AAPAM programmes. The APPs will be automatically updated onto member details and will be accessible on request; APPs will also come with an array of rewards.

Programmes in a year

- 5-day Training programmes - 1
- 3-day seminar - 1
- 1 Roundtable Conference

	Programme	Webinar	Seminar	Workshop	Roundtable Conference
1.	Continental/ International	1	5	4	15
	Total	1	5	4	15
2.	Local	1	4	3	10
	Total	2	9	7	25

Research and publication

- Bi-annual Journal
- 1 book per year
- 4 newsletters a year

	Book	AJPAM Journal	Newsletter
	25	20	2
Total	25	40	8

Presentations

- 3 seminars in a year
- 1 workshop.
- 1 Roundtable Conference

	Programme	Webinar	Seminar	Workshop	Roundtable Conference
1.	Continental/ International	10	20	20	25
	Total	10	20	20	25
2.	Local	7	14	14	20
	Total	7	14	14	20
3.	Moderation	2	2	2	3
	Total	2	2	2	3

Moderation

- Moderators will earn 2/3 in addition to programme points.

	Local	Continental/ International
	2	3
Total	2	3

APPs Levels and Benefits

Bronze Level – 25 points AAPAM Branded t-shirt

Silver Level – 50 points AAPAM Book

Gold Level – 75 points AAPAM Branded lapel pin

Platinum Level – 100 points Complimentary registrations to the Roundtable Conference

APPs are redeemed at the end of each year with the membership cycle. We invite all members to take part in this exciting approach to membership benefits.

Mauritius, Rwanda, and Morocco take the top three African spots in new global rankings from the 2023 Chandler Good Government Index

The Chandler Institute of Governance recently published its third annual Chandler Good Government Index (CGGI) report and country rankings on 26 April 2023.

In a challenging global context, the 2023 CGGI rankings see momentum in good governance and upward movement from countries in Africa, including Kenya, Ethiopia, and Rwanda. The countries topping the Africa league table this year are Mauritius (37th), Rwanda (52nd), and Morocco (60th).

Across Africa, the top 15 countries ranked in the CGGI are:

Rank	Country	Rank	Country
37	Mauritius	75	Tunisia
52	Rwanda	76	Kenya
60	Morocco	77	Ghana
67	Botswana	78	Namibia
69	South Africa	80	Tanzania
71	Egypt	85	Uganda
73	Senegal	87	Algeria
		93	Malawi

The index focuses on seven pillars – Leadership & Foresight; Robust Laws & Policies; Strong Institutions; Financial Stewardship; Attractive Marketplace; Global Influence & Reputation; and Helping People Rise.

The rankings of Mauritius, Rwanda, and Morocco by pillar are as follows:

Pillar	Mauritius' results	Rwanda's results	Morocco's results
Leadership & Foresight	23	16	44
Robust Laws & Policies	57	54	58
Strong Institutions	33	52	79
Financial Stewardship	41	50	44
Attractive Marketplace	32	26	44
Global Influence & Reputation	62	89	63
Helping People Rise	37	76	75

Drawing on data from 35 indicators across seven governance pillars, the CGGI provides a snapshot of government capability in 104 countries (covering 90% of the world's population) and serves as a comprehensive analytical tool to improve

government performance through clear, actionable data.

This year's Chandler Good Government Index explores why good governance is even more critical today as governments navigate the 'polycrisis'. It looks in-depth at the reform journey of Mauritius to date. Mauritius has risen an impressive nine spots in the Helping People Rise pillar which measures outcomes for citizens, such as health, education, and social mobility. The Honourable Teeruthraj Hurdoyal, Minister of Public Service, Administrative and Institutional Reforms of Mauritius shared with CIG how, "measures such as the minimum wage, a negative income tax and a portable retirement gratuity scheme help improve the quality of life for those at the lowest rung of the ladder."

The report also features Rwanda, which has soared 11 spots in the Strong Institutions pillar which measures how government ministries and agencies work together to coordinate and implement policies. Dr Usta Kaitesi, CEO of the Rwanda Governance Board shared how measuring the quality of governance allows its government to hold itself accountable: "There is an intentional leadership approach that instils a culture of holding ourselves accountable. When you determine to hold yourselves accountable, under any institution, you create systems that are going to be fair in the process of holding one another accountable."

Tanzania's impressive economic growth rate and Senegal's efforts to build a more resilient health system were also highlighted in the report.

The 2023 Index rankings have produced some significant movements that reinforce emerging global trends. Most strikingly, Singapore has emerged as the strongest performer in the rankings, unseating Finland from its 2-year lead in the Index and leapfrogging Switzerland in the process. After Singapore, Northern European nations dominate the top end of the Index with New Zealand taking the final spot in the top ten. Other noteworthy movers in this year's rankings were the United States (up four places to 14th); the United Arab Emirates (up four places to 20th); and Vietnam (up seven places to 49th).



The 2023 CGGI Top Ten Countries

Here are some Key Insights from the 2023 CGGI:

- A number of Asian countries have made gains in the ranking, demonstrating improved public sector capabilities and performance. Asian climbers include Singapore, Japan, Vietnam, Indonesia, China, Cambodia, and South Korea.
- Middle-income countries have experienced the greatest movement in the rankings. Some of the biggest improvers in 2023 are Vietnam, North Macedonia, the Kyrgyz Republic, and Kenya.
- The most reliable predictors of overall good governance are the CGGI indicators capturing the Rule of Law, Ethical Leadership, and Property Rights. This was also true for our 2022 and 2021 data, illustrating how fundamental these three components of government are to delivering effective governance.
- Good government is closely correlated with several important outcomes, that are national goals and priorities for many countries:
 - * CGGI scores were strongly correlated with reducing extreme inequality. This suggests that well-governed countries are better prepared to achieve shared prosperity, and fairer and more inclusive societies.
 - * CGGI scores were strongly correlated with effective response and adaptation to crises, as measured by the INFORM Risk Index. Singapore, Finland, and Norway show the strongest capacity to manage risks posed by the polycrisis.
 - * Correlation between CGGI scores and the Fragile States Index shows that well-governed countries are more likely to have developed greater resilience to prepare for a polycrisis. This relationship is true regardless of their level income level, population size, or geographic position.
 - * Explore the 2023 CGGI Country Rankings and find out how good governments around the world are navigating the polycrisis. Download the 2023 Chandler Good Government Index Report at: bit.ly/2023cggireport

About the Chandler Good Government Index

The CGGI measures the governance capabilities and public sector effectiveness of 104 countries – approximately 90% of the world's population. The 35 indicators are made up of more than 50 metrics – of which almost 40% are quantitative data sources. Importantly, the CGGI is constructed with a non-partisan and non-ideological worldview, and focuses on operational



factors, planning capabilities, strategic foresight, and governance outcomes. This makes the Index results more relevant to a wider range of countries, regardless of their income level, political system, and culture. Find more about the Chandler Good Government Index at www.chandlergovernmentindex.com

Strong Nations for Africa Programme – By Clifford Ogutu Assistant Programs Officer



STRONG NATIONS FOR AFRICA PROGRAMME



The Chandler Institute of Governance (CIG) and the African Association for Public Administration and Management (AAPAM) have organized a program under the theme of Strong Nations for Africa. This programme aims to empower senior African public sector leaders in their pursuit of building strong nations for the next generation.

The Strong Nations for Africa Programme is designed to foster a community of dedicated African public sector leaders who are committed to enhancing the quality of national governance in their respective countries by providing a platform for the propagation of good governance practices, drawn from both Africa and Singapore. The programme aims to bring about sustainable change and lasting impact.

The programme will be conducted in two residential segments, held in the vibrant cities of Nairobi, Kenya, and Singapore. Additionally, participants will engage in several days of online training between the residential sessions i.e., Residential Segment in Kenya: 24 to 28 July 2023, Online Segment: 7 to 10 August 2023 and lastly residential Segment in Singapore: 28 August to 2 September 2023. This innovative approach ensures

a well-rounded learning experience that combines the best of in-person interactions and the flexibility of remote learning.

During the programme, participants will engage in a diverse range of learning modalities carefully designed to bring their knowledge and skills to life. These include facilitated class discussions, curated learning journeys, lectures, and expert sharing sessions. The sessions will provide a platform for participants to explore and analyze real-world case studies, exchange best practices, and collaborate on tackling common governance challenges.

We invite senior public sector leaders from across Africa to participate in the Strong Nations for Africa Programme. This is a unique opportunity to engage with fellow leaders, gain insights from renowned experts, and contribute to the growth and development of your nation.

To learn more about the programme, including application details, eligibility criteria, and more please visit <https://chandleracademy.org/strong-nations-for-africa>

AFRICAN ASSOCIATION FOR
PUBLIC ADMINISTRATION AND
MANAGEMENT (AAPAM)



ASSOCIATION AFRICAINE POUR
L'ADMINISTRATION PUBLIQUE
ET LE MANAGEMENT (AAAPM)

AAPAM PROGRAMMES 2023

Programme	Tentative Date	Venue/ Country	Partnering Institution	Target Group
World Government Summit programme	13 th -15 th February	Dubai, United Arab Emirates	World Government Summit	Invited participants
AAPAM Executive Committee Meeting	8 th -10 th March	Kenya	AAPAM	Executive Committee Members
UN CEPA Meeting	27 th -31 st March	USA	United Nations	Invited participants
40 th Conference of the National Forum for Black Public Administrators (NFBPA)	26 th -30 th April	USA	National Forum for Black Public Administrators (NFBPA)	Invited participants
New Paradigm in Discipline of Human Resources Management and Public Administration in Public Service Delivery	27 th - 28 th April	Dar es Salaam, Tanzania	Tanzania Chapter	Invited participants
Mainstreaming the SDGs in the Curricula of Schools of Public Administration in Africa	2 nd - 3 rd May	Virtual	UNDESA	Invited participants
AU Anti-Corruption Research Network	9 th - 11 th May	Tanzania	AU	Invited participants
Meritocracy. Integrity. Innovation	17 th - 19 th May	Astana, Kazakhstan	Astana Civil Service Hub (ACSH)	Invited participants
7 th Edition research Seminar on Sustainable Development Goals (SDGs) 2030 and African Union (AU) Agenda 2063	30 th May- 1 st June	Stellenbosch School of Public Leadership, Cape Town, South Africa	DPSA/ SPMA	All
Revenue Management Webinar	13 th June	Webinar	CEMPD	All
Africa Public Service Day	23 rd June	Zimbabwe	AU	All
Digital Transformation in Government Mainstreaming Innovations in the Public Sector	July	TBD	State Agency for Public Service and Social Innovations under the President of the Republic of Azerbaijan (SAPSSI)	All
Trainer of Trainer (T.O.T) Programme	2 nd - 6 th July	Ramallah, Palestine	Palestine National School of Administration (PNSA)	Selected participants
Strong Nations for Africa Fellowship Programme	24 th -28 th July 7 th - 10 th August 28 th - 1 st September	Kenya Online Singapore	Chandler Institute of Governance (CIG)	Selected participants
African Leadership Programme Leadership Capacities and Competencies for an Effective Post-Crises Public Administration	25 th - 29 th September	Kenya School of Government Mombasa Kenya	TBD	All
Public Lecture	6 th October	Kenyatta University	Kenyatta University	Students
Trainer of Trainer (T.O.T) Programme	8 th - 12 th October	Ramallah, Palestine	Palestine National School of Administration (PNSA)	Selected participants
Winelands Conference	16 th -18 th October	South Africa	Stellenbosch University	All
42 nd Roundtable Conference	5 th - 8 th December	Livingstone, Zambia	TBD	All

For more information visit our website: www.aapam.org
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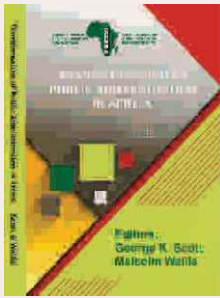


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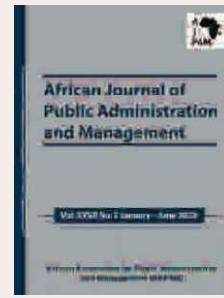
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39th Roundtable Conference Report



40th Roundtable Conference Report



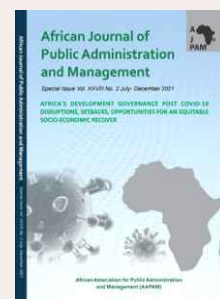
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