

African Association for Public Administration and Management (AAPAM)

Proceedings

Young Professionals Conference Leadership Game Changers: The Future of Africa's Public Administration



AFRICAN ASSOCIATION FOR
PUBLIC ADMINISTRATION AND
MANAGEMENT (AAPAM)



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

**AAPAM YOUNG PROFESSIONAL
NETWORK
CONFERENCE REPORT**



15TH – 17TH SEPTEMBER 2014

KENYA SCHOOL OF GOVERNMENT, NAIROBI

**THEME: “LEADERSHIP, GAME CHANGERS: THE FUTURE
OF AFRICA’S**

PUBLIC ADMINISTRATION SECTOR”

FOREWORD

Young professionals play a critical role in national development as they are vibrant, creative and innovative. Likewise the 21st century public service's ability to meet the growing and evolving demands of its current clients heavily hinges on the role of the Young Professionals.

The African Association for Public Administration and Management (AAPAM) formed the Young professional Network (YPN) so as to mentor, build capacity and link together new and young professionals from across the continent. The network aims at equipping the young managers and administrators with the necessary skills, ethics, values and techniques that will mold them into highly respected professionals. It is against this background that AAPAM in collaboration with the Government of Kenya through the Ministry of Devolution and Planning hosted the first Young Professionals Network Conference at the Kenya School of Government (KSG), Nairobi from 15th to 17th September 2014 under the theme: "Leadership, Game Changers: The Future of Africa's Public Administration". The theme purposefully covered key leadership competencies, skills and practices that are essential for the public service. The second part of the theme focused on elaborating innovative approaches towards the enhancement of service delivery.

The conference essentially aimed at presenting a holistic learning environment covering both career advancement and growth as well as overall personal growth and development by integrating plenary, break-away, informative, networking, study tours and exhibition sessions.

I believe that this report will further inform, shape and offer insights on discussions on youth participation in development. AAPAM is focused to promote best practice, professionalism and excellence among the young professionals to spur quality service delivery.

Abdon Agaw Jok Nhial
AAPAM President

ACKNOWLEDGEMENTS

The African Association for Public Administration and Management (AAPAM) sincerely thanks the Government of the Republic of Kenya through the Ministry of Devolution and Planning Kenya for hosting the first Young Professional Network Conference. We are grateful to Ms. Ann Waiguru, OGW, Cabinet Secretary, Ministry of Devolution and Planning for her invaluable support and for formally opening the Conference. Our appreciation is also extended to Madam Juster Nkoroi Principal Administrative Secretary Directorate of Public Service Management for her assiduous leadership as the Chairperson of the National Organizing Committee and for formally closing the conference. We applaud the National Organizing Committee steered by the Directorate of Public Service Management for their irreplaceable dedication that made the conference a success.

Many thanks to the people of Kenya for their outstanding hospitality and valuable hosting. We specifically thank the National Youth Service, Yatta, Huduma Center Nairobi, Kamiti Maximum Prison, Amani Kibra, Amani Mitaani Kibra, Soko Kibra, Caroline for Kibra, Riara University, Export processing Zone (EPZ) and Machakos County for offering our delegates a learning opportunity in their institutions.

AAPAM appreciates the priceless contribution of all our Speakers, Presenters, Chairpersons, Ushers and other resource persons whom skillfully enriched the conference. Special thanks to the Master of Ceremonies Mr. Samwel Macharia, Kenya Institute of Management for directing the conference. Our gratitude to our lead Rapporteurs Mr. Amos Ahenda and Harrison Mathenge and their team for taking down the conference proceedings. We further deeply thank our valued delegates for their attendance, participation and commitment to the development of the youth agenda across the continent.

We similarly express our profound gratitude to our partners, especially the Kenya School of Government (KSG), Public Service Commission of Kenya (PSC-K) and Teacher Service Commission Kenya (TSC-K). We also acknowledge the support of the Governments of Africa who have faithfully walked with us all the way.

To our development partners including the Institute of Public Administration

of Canada (IPAC) , United Nations Department of Economic and Social Affairs (UNDESA), Deloitte East Africa, Kenya Institute of Management (KIM) and the rest, we are grateful. Our final gratitude is extended to AAPAM leadership, all individuals and institutions who though not mentioned contributed in making the Young Professionals Network conference successful.

G.K Scott

Secretary General AAPAM

TABLE OF CONTENTS

Foreword	ii
Acknowledgements	iii
CHAPTER ONE- INTRODUCTION	
1.1 Introduction	1
1.2 Conference Sub-themes	2
1.3 Conference Objectives	3
1.4 Expected Outcomes	3
CHAPTER TWO- OPENING CEREMONY	
Opening Ceremony	4
Keynote Address	8
CHAPTER THREE- DELIBERATIONS	
Plenary Session 1	
Public Administration in Africa	10
Break-Away Session One	
Public Private Partnership	14
Break-Away Session Two	
The Gender Question in Upward Progression	17
Plenary Two	
Personal Branding for a Public Officer	20
Plenary Three	
Public Service Career: Opportunities, Qualities, Competencies	25
Plenary Four	
Re-engineering Public Service to Leverage the Benefits of Regional Integration	28
Motivational Address	31
Informal Session	33
Plenary Five	
Harnessing ICT to Drive Innovation and Initiatives in the Public Sector	35
Young Game Changers	38

Recommendations and Closing Ceremony	39
Appendix 1	
Conference Communique	41
Appendix II	
Speeches	47
Appendix III	
Conference program	50
Appendix IV	
Delegates list	66

CHAPTER ONE

1.1 Introduction

The African Association for Public Administration and Management (AAPAM) Young Professionals Network Conference was held at the Kenya School of Government, Nairobi from 15th to 17th September, 2014 under the theme *‘Leadership, Game Changers: The future of Africa’s Public Administration Sector’*. The conference was organized by AAPAM and co-hosted by Government of Kenya under the Ministry of Devolution and Planning.

A total of one hundred and one (101) participants from seven (7) countries attended the conference. The countries represented were, Kenya, Lesotho Malawi, South Africa, Swaziland, Tanzania and Uganda. The conference enlisted the participation of the young professionals from the public and private sectors cutting across different divisions of parastatals, state/government ministries, Management Development Institutes (MDIS) and corporate organizations.

The conference was officially opened by Hon. Ann Waiguru, OGW- Cabinet Secretary Ministry of Devolution and Planning, Kenya. Hon. Abdon Jok Nhial - AAPAM President and Mr. Titus Ndambuki-AAPAM Vice- Chairperson East Africa also graced the event. Mr. Juma Mgesi, Vice Chairman, AAPAMYPN, Tanzania Chapter presented remarks on behalf of the Young Professionals Network

The conference included exhibition, group discussions and field tours. Plenary presentations and paper presentation from renowned practitioners and scholars also laced the conference. Most presentations noted that Public Administration in Africa as a practice is undergoing major reforms necessitated by market and labor dynamics, which are seeing more young professionals being absorbed into service. It was generally observed that the Public service alone is no longer able to sustainably, efficiently and effectively deliver products and services the modern customers hence the need for Public private partnerships. Partner. While acknowledging that the public service had an immense potential to be an employer of choice in a competitive world, there still remains the challenge of addressing the question of gender in upward progression, as well as to attract and retain young talented professionals in the service. Towards this end, the public service should be re-engineered to leverage the benefits of ICT, and regional integration.

1.2 YPN Conference Objectives

According to a report submitted by a young professional at the 33rd Roundtable Conference, there was a need for a mentorship training programme that would facilitate the journey of young and new professional's journey up the ladder. The young professionals expressed a need to have a conference other than the AAPAM Roundtable Conference where they could continue to address issues that affect them. In line with this, the AAPAM Young Professionals Conference was held as a way to pave in sequel conferences. The theme **Leadership, Game Changers: The future of Africa's Public Administration Sector** focused on the Young Professionals and their prescribed leadership oriented future as the older generations pass the mantle of leadership to them. It also focused on Africa and the future of the Public sector.

The current generation of young leaders is unique in the way in which they embrace their roles and responsibilities. This implies and symbolizes the much needed generational and paradigm shifts in leadership, as well as the rejuvenation of a new and dynamic national and regional agenda. The Conference thus aimed to achieve the following objectives:

1. Build bridges among experienced and new public servants
2. Bolster pride in the public service
3. Broaden networks of public servants across jurisdictions, generations and governments.
4. Ensure a future of strong, informed leadership within the African public sector.
5. Improve efficiency, by giving young leaders the confidence to make decisions and drive positive outcomes in their workplace.
6. Introduce the participants to the gender issues in Public service

1.3 YPN Conference Sub-themes

The conference was organized under the following sub-themes:

- a) Public Administration in Africa
- b) Public –Private Partnerships
- c) The Gender Question in Upward Progression
- d) Personal Branding for a Public Officer
- e) Public Service Career: Opportunities, Qualities and Competencies
- f) Re-engineering Public Service to Leverage the Benefits of Regional Integration
- g) Harnessing ICT to Drive Innovations and Initiatives in the Public Sector

The conference also had an informal session and an interactive segment titled ‘*Young Game changers*’- where selected personalities were allowed to share their experiences with the delegates.

1.4 Expected Outcomes

At the end of the conference, participants were expected to come out with the following outputs:

1. Obtain a deep understanding of the Conference theme and sub- themes
2. Acquire the necessary skills to leverage their public service career
3. Forge new networks, as the program is designed to ensure maximum networking opportunities amongst the delegates
4. Become a member and design a road map for the future of the Young Professional’s Network

CHAPTER TWO

OPENING CEREMONY

Opening and Welcome

Master of Ceremony: Samwel Macharia, Kenya Institute of Management

Rapporteur: Harrison Mathenge

Presenters:

Dr. Ludeki Chweya, Director General, Kenya School of Government, Nairobi.

Mr. Juma Mgesi, Vice-Chairman, AAPAMYPN, Tanzania Chapter

Hon Abdon Jok Nhial, AAPAM President

Hon. Ann Waiguru, OGW, Cabinet Secretary, Ministry of Devolution and Planning, Republic of Kenya

Dr. Ludeki Chweya, Director-General, Kenya School of Government

Dr. Chweya, his brief speech by welcoming all the delegates to the Young Professionals Network Conference, and more specifically to the Kenya School of Government (KSG), Nairobi, the venue for the conference. On behalf of the KSG fraternity he assured the delegates that KSG had the capacity to meet all their needs as far as the conference was concerned. He recognized that it was an honor to host the first YPN conference.

While acknowledging that the current public service in Africa had evolved greatly from the outfit of the 1960s, Dr. Chweya reiterated the need to uphold high standards of performance. He thus applauded the role that AAPAM was playing in promoting service delivery in the continent since its inception in 1978. He further paid tribute to the past and present AAPAM leadership for the role they have played in shaping up the public service in Africa.

For the opportune role of holding the YPN conference, at the critical point in Africa's development, the KSG Director particularly lauded AAPAM's decision to organize and host the conference aimed at modelling young and new professionals into outstanding leaders. Dr. Chweya called on the young professionals to embrace the virtues of honesty, decency and dedication to the point of sacrifice as they served the public.

Juma Mgesi, Vice-Chairman, AAPAM-YPN, Tanzania Chapter

Mr. Juma Mgesi, in his address thanked AAPAM leadership and secretariat for facilitating the conference. He acknowledged that the conference was an important forum for young professionals across Africa to share their ideas and experiences, as well as forge meaningful networks for posterity. He took the delegates through a brief history of the YPN since its inception on 4th September 2006 to date. Mr. Mgesi also highlighted YPN's membership, structure and objectives.

Mr. Mgesi stressed that the YPN aimed at forging a link between the older and more experienced public sector managers and the younger generations of public servants. He noted that, this link is achievable through capacity building, networking and mentorship programmes, which are vital for maintaining continuity in the effective public service performance geared towards national goals of sustainable development. He reiterated that the development of any country, hinged on the link between senior management and the younger employees in the lower cadres of public service.

He concluded his remarks by reminding the young professionals that the opportunity given to them to serve is a chance to show and share their contributions to public administration in African countries and champion for the AAPAM agenda.

Hon Abdon Jok Nhial, AAPAM President

In his message the, AAPAM President, Hon. Abdon Jok Nhial, expressed gratitude and appreciation to the Government and people of Kenya for accepting to host the First Young Professional Network (YPN) Conference. He noted that it was a great honour to have the Cabinet Secretary in-charge of Devolution and Planning, Hon. Ann Waiguru grace the occasion as the Chief Guest.

Hon. Nhial urged delegates to fully and freely interact and learn from each other, noting that the conference presented an educative and exciting base for change. He observed that under the stipulated theme “*Leadership, Game Changers; The Future of Africa’s Public Administration Sector*”, the conference could not have been held in a better place and at a better time than in Kenya, whose youth agenda is anchored in law, and evident from projects such as the newly inaugurated National Youth Service (NYS) programme which is geared towards equipping the youth with skills to tackle leadership, social and economic challenges. He expounded that the theme of the conference was a reflection of AAPAM’s commitment towards empowering aspiring young leaders and managers within the public sector by providing them a platform for exchanging ideas and experiences as well as equipping them with skills and techniques necessary for future leadership.

He further pointed out that there was need to empower and mentor young professionals in the public service across the continent as development would constantly bring in new challenges.

In closing, Mr. Nhial called upon young professionals not only to help improve the public service but also to act as good ambassadors for their respective countries, and embrace the ideals of African brotherhood. In keeping with the theme of the conference, he called for operationalization of the public service, beyond mere observation of rules and procedures to an active political element, capable of predicting citizens’ wants, and serving them diligently. He challenged delegates to forge meaningful friendships and partnerships beyond borders, so as to share knowledge and exchange ideas that would develop the continent. The President acknowledged the presence and immense support of Development Partners towards achieving the mandate of AAPAM. In conclusion, he wished participants’ fruitful deliberations.

Hon. Ann Waiguru, OGW, Cabinet Secretary, Ministry of Devolution and Planning, Kenya

Hon. Ann Waiguru, OGW, Cabinet Secretary, Ministry of Devolution and Planning, Kenya expressed gratitude for the honor bestowed upon Kenya to host the first AAPAM Young Professional Network Conference. She noted that young professionals had a lot of potential and held a rich reservoir of innovativeness and knowledge which needed to be tapped into for nation-building. In her opening address, the Chief Guest took the delegates through the current strides by the Kenya Government to foster economic growth through the youth. She notably singled out the Capacity Assessment and Rationalization Programmes in the Public Service (CARPPS) which aimed at establishing the level of competencies geared towards re-engineering the public service in order to make it more efficient, responsive and attractive to the youth.

She further enumerated various policy reform measures that the Government of Kenya had put in place to empower young people in the country, citing the affirmative action in public procurement where, 30% of all public procurement was set aside for young people and other marginalized groups. Hon. Waiguru additionally emphasized on the need for Public Private Partnership (PPP) initiatives to collectively address challenges facing young professionals. She observed that it was important that stakeholders adopted innovative processes and approaches that would meet world class standards, to address the special needs of the 21st century customer. She illustrated this by giving the Kenyan experience of One-Stop Services Centers (Huduma Centers) in which 20-30 different government services are offered to the public within the same platform. In conclusion, the Cabinet Secretary noted that the greatness of any nation was defined by the vibrancy, promise and potential of its youth. The Cabinet Secretary challenged the young professionals to be visionary, proactive, focused and ready to sacrifice for the common good.

Keynote Address: 21st Century Public Officer

Chair: Mr. Titus Ndambuki, AAPAM Vice President, East Africa and Commissioner Public Service

Commission of Kenya

Rapporteur: Ms. Elizabeth Owendi

Presenter: Mr. David Walugembe, Research Fellow and Project Manager, Knowledge Translation Network, Makerere University, School of Public Health, College of Health Sciences, Kampala Uganda.

Mr. David Walugembe began his Keynote address by recognizing that the YPN had a potential in revolutionizing public service performance across Africa. In his address he took the delegates through the 21st Century Customer/client; implications for the 21st Century Public Services and Public Officers; and Opportunities for the 21st Century Public Officer. He proceeded to quote Alvin Toffler who said that “*the illiterate of the 21st Century are not those who cannot read and write, but those who cannot Learn, Unlearn and Relearn*”. He reiterated that young professionals needed to be change agents ready to learn unlearn and relearn.

He further called for the ratification and implementation of the YPN constitution as measure towards enhancing the participation of the young and new professionals in development of the continent.

He observed that the public service in the 21st century operated in rapidly changing environment which required that the rigidity of traditional bureaucracy be replaced with flexible systems, which enabled quick adaptation to change. He emphasized that the environment is ripe with challenges of Globalization (Regional integration and cooperation), Demographic changes like the aging and diverse population, Information communication technology (ICT) revolution and Marketization & blurring of boundaries between the public and private sectors. Mr. Walugembe particularly noted that customer expectations from public service had soared high demanding a need for public service to connect physically, mentally and emotionally with the customer.

As such it was essential to recruit high quality entrants into the public service and to adopt strategies for their retention. He emphasized the need for young professionals to be more networked, collaborative and flexible in management. To meet the 21st century needs their service delivery needed to be more personalized and multi-channel. Their performance needed to be outcome driven and transparent. He noted that the 21st customers have attributes like being more cynical, free thinkers, less loyal, more experimental amongst others hence the need for the public servants to have clear articulation and vigorous reinforcement of public service values. Mr. Walugembe urged the young professional to place greater premium on service quality and direct interaction with citizens by reaching them through their growing connection with the non-profit sector. He advocated for the provision of direct communications and services to citizens through their channel of choice (face-to-face, radio, television, on-line, mail).

He also observed that it was important to build on the capacity to translate research findings into policy action, and the reengineering of public service structures and processes to facilitate knowledge transfer and innovation. Mr. Walugembe concluded his presentation by stressing that “Leadership is neither a Title nor a Position; It is Action”

Discussions and Responses

The conference acknowledged the need to improve service delivery to ensure customer satisfaction as it was true that the 21st century customer had gone through a revolution. Delegates recommended that deliberate efforts should be initiated and sustained by the governments of Africa to change the public service not only to accommodate the progressive youths but also to efficiently and effectively meet the growing dynamic demands of the citizen. The discussions concurred that the governments needed to foster innovation resident in the youth by dealing with the inherent suppression from some of the more conservative older generation public servants. It was emphasized that the young professionals have to equip and skill themselves if they are to meet the demands of the contemporary clientele. It was also noted that motivation for the young professionals in the public service was low and its reward system directly anti-youth.

CHAPTER THREE

CONFERENCE DELIBERATIONS

Plenary One

Public Administration in Africa

Session Chair: Mr. Titus Nkosi, Assistant Director: Department of Public Service and Administration, South Africa

Rapporteur Ms. Yvonne Oduor

Presenters:

Dr. Faisal Issa, Regional Administrative Secretary, Kilimanjaro Management, Tanzania

Mr. Sebastian Bigabwenkya, Uganda Institute of Management, Uganda

Dr. Faisal Issa, Regional Administrative Secretary, Kilimanjaro Management, Tanzania

Topic: Public Administration and the Development Agenda: the Contributions of the Public Service Reform Programs in Tanzania

Dr. Faisal's presentation was based on the case of Tanzania public service. He took delegates through the ideals and proposals contained in Tanzania's Vision 2025, which aimed to propel the country from low to middle income status. Giving a background of public service reforms in Tanzania; he emphasized that good governance, coupled with institutional mechanisms for the same and vibrant code of ethics were key to the attainment of this and other similar visions across Africa. Good governance, according to him, should not only aim to deliver services efficiently and effectively to the citizenry, but also encourage sustainable wealth creation in a country. He noted that Tanzania has put in place a robust framework for performance orientation and ethical conduct as bedrock for the achievement of Vision 2025. He particularly singled out the new efficiency in document processing enabled by ICT adoption, as seen in the speed of passport and birth certificate processing. He also noted that

unlike in the past, civil servants currently receive their pay within the month of service.

Dr. Faisal emphasized that peace and stability, effective institutions, observance of the rule of law, shared growth and improved standards of living, stable macro-economic environment, and investment-friendly policies play an important role in the development of nations and urged delegates to champion the same in their service. Towards this end, he mentioned that Tanzania had adopted the ***Big Results Now*** initiative in the areas of education, water, energy, transportation, health, and resource mobilization. This aimed to consolidate achievements and to link individual performance to institutional performance through performance contracting.

Dr. Faisal also focused on the Tanzania Government reforms noting that Accountability is a critical pillar in the achievement of any country's development goals. He thus urged the governments of Africa to enhance the mechanism of good governance in the public service. Such measures included decentralization and devolution to government, strengthening corruption prevention organs, improving record management and use of ICT, strengthening national audit offices, establishment of oversight bodies, encouraging investigative journalism amongst others.

Dr. Faisal concluded by concurring that the most successful states in Africa include those that enjoyed peace and stability; had effective institutions; observed the rule of law; fostered democracy; nurtured a corruption free environment; and improved the living standards of their citizens.

Mr. Sebastian Bigabwenkya, Uganda Institute of Management, Uganda

Topic: Public Sector Employment as an Opportunity for Career Advancement and Personal Development: Lessons for the Young Public Servants of Africa

Dr. Bigabwenkya's presentation exhorted young professionals to patiently learn the tricks of the public service and move up the ladder. Noting that all over Africa, the Public Service was losing its edge as the employer of choice for young, talented professionals, he proposed that efforts be made to reverse the trend, similarly, he emphasized that an attitudinal change was equally important among the young

professionals, to enable them to exploit the great opportunities available within the system. He also took the delegates through the four stages within the public service namely; Organization Entry, Early Career, Mid-Career and Late career (the old worker)

Dr. Bigabwenkya cautioned the young professionals against joining and staying in the Public service for the wrong reasons. He decried the choice of some professionals joining the public service as a quick stop center, mere training ground, and source of power, source of quick money and place of ‘relaxed’ jobs. He emphasized that the public service was not a place for easy gains.

He further urged the delegates to be persistent, selfless and decisive if they are to succeed in their careers. Dr. Bigabwenkya went over possible reasons why most young professionals end up exiting the public service, chief of which was impatience. He additionally, reflected that a career in public service had a lot of opportunities as governments presented vast learning and skilling opportunities equal to no other employer. Public service also boasted of defined career paths hence sure progression structures. He therefore urged the delegated to be accountable, decisive, influential, visionary and strategic thinkers if they are to earn public respect and advance in their career. Dr. Bigabwenkya concluded by stating that at the end of the day, public service is about service to the citizens which demanded levels of sacrifice from individual officers. Young professionals were urged to change their attitude and fully embrace the opportunities in the public service. They needed to start developing their leadership skills as early as they enter the public service.

Discussions and Responses

Delegates debated questioning the logic of being patient to climb up the career ladder in adherence to the progression structures. They too discussed on the rationale of a long wait for a low pension. The question of stagnation was equally persistent as most young professionals felt that it was unfair for them to stagnate in the same job position. whereas attempts were made to address the questions raised, it remained evident the African governments together with relevant stakeholders needed to explore on what could be done to prevent the exodus of young professionals from the public service due to frustrations inherent in the system.

The conference noted that corruption was rife in the continent's public service and this seriously impeded prospects for realization of development goals. Delegates also questioned how Tanzania was trying to address the issue of corruption. An issue of concern was the manner in which Tanzania was handling issues of performance management in the public sector. In response to latter concerns, Dr. Faisal stated that Tanzania had put in place an operational performance appraisal system, whose results were used to determine promotion of public officers every three years. He further stated that efforts were in place to limit grand corruption. He observed that such measures as all officers declaring their interests in companies to reduce conflict of interest were embraced among others to enhance accountability in Tanzania. Additionally he reiterated that a possibility of direct prosecution of corruption cases, without going through the public prosecutor was surveyed to expedite such cases. Though at times, the cost of prosecuting such cases tended to be higher than the corrupt practice itself, he believed it was in the interest of the public that such cases are prosecuted to the very end.

Break-Away Session One

Public-Private Partnership

Session Chair: Ms. Agnes Gatere, Teachers Service Commission, Kenya

Rapporteur: Mr. Harrison Mathenge

Presenters:

Mr. Tom Onguru, Technical Head of OPI, Kenya Institute of Management, Kenya

Mr. Kaara Wainaina, External Affairs expert, Public-Private Partnership Unit, Kenya National Treasury

Mr. Tom Onguru, Technical Head of OPI, Kenya Institute of Management, Kenya

Topic: Public Private Partnership

Mr. Onguru described Public Private Partnerships (PPP) as collaboration between governments and private institutions, based on shared responsibility for service delivery. He resonated that the rationale behind PPP was triggered by the insufficiency resulting from heavy dependency on taxes as the key revenue for propelling economic development. Since the development and services delivery in the 21st century demanded faster and effective ways of meeting the needs of the citizens, it was critical that PPP was embraced by all governments. Noting that the private sector was not always more efficient than government, the presenter echoed that, its service delivery was often more expensive to the consumer; and that big government contracts were complex and demanding and prone to abuse by unscrupulous individuals, firms or politicians. He therefore called for improved government systems to effectively engage the private sector to ensure delivery of high quality projects and services while safeguarding public interest and not violating the business interests of investors.

Mr. Onguru delved on the need for thorough needs analysis of partnership opportunity which considered all the options to meet the needs of the identified. He noted that feasibility studies were critical to ascertain affordability, value for money and risk transfers in the delivery of such partnerships. He stressed that encouraging

competition triggers innovation. He further emphasized that political guarantee to investors, rooting out corruption, developing capacity at national and county level by sharing expertise and experience, developing good transaction skills (legal, financial, negotiation and political building effective regulations besides partnering with private institution with good track record are some of the measures to improve development in the continent.

Mr. Onguru proceeded to give an example of Kenya Institute of Management (KIM) experience on PPP under the JITHADA initiative- a Kenyan national Business Plan completion funded by World Bank. In concluding, the presenter briefly exposed the delegates to the concept of Operational Performance Index (OPI). He discussed the seven determinants under OPI namely; Leadership and Management; Human Resource Focus; Customer Orientation and Marketing; Innovation and Technology; Corporate Social Responsibility and Environmental Focus; and Productivity and Quality

Mr. Kaara Wainaina, External Affairs Expert, Public Private Partnership Unit, Kenya National Treasury

Topic: Overview of the Public Private Partnerships Framework in Kenya

Mr. Kaara Wainaina took delegates through an overview of the PPP framework in Kenya. He described Public Private Partnerships (PPPs) as long-term contractual relationships between a public sector entity and a private sector entity, in which the private partner undertakes to perform a public function/service on behalf of the contracting authority. The public partner monitors the performance and pays for the services or grants the private partner the right to collect fees from users. He noted that there was particularly a challenge in public infrastructure delivery occasioned by cost overruns, poor design, corruption concerns, poor project selection and completion delays which necessitated innovative ways of achieving development. Noting that progressive nations have effectively tapped into the power of PPP initiatives to foster development at a faster pace, he took time to highlight different types of PPP arrangements, the challenges that impede PPP programmes in Kenya and finally outlined Kenya's PPP strategy. Among areas he pointed out could benefit from PPP arrangements in Kenya included; the construction of sports facilities, irrigation infrastructure, solid waste management, housing and mining industries.

He further highlighted Kenya's PPP strategy, which included streamlining of appraisal and approval processes, standardization of bidding documents, formulation of model concession agreements, designing broad awareness campaigns and the building of strong capacity among contracting authorities. He examined the rationale behind Kenya's PPP strategy

Mr. Wainaina discussed the challenges faced in the implementation of the PPP strategy in Kenya which included; the complexity of entering into partnership, making the process longer than traditional procurement; lack of long term capital in the Kenyan market; and the fact that the concept of PPP, being relatively new in the country, suffered from lack of awareness. Gaps were also identified in the PPP technical capacity. He noted that PPPs were beneficial as they transferred appropriate risks to private party, plugged infrastructure budget deficits, offered a greater price and schedule certainty, 'Freed' up public funds for other purposes, enhanced quicker access of financing for projects, fostered a high level of infrastructure maintenance besides keeping project debt off government books through off balance sheet transactions.

Discussions and Responses

The conference agreed that integrity issues were bound to emerge through PPP, as the current procurement arrangements which are riddled with real and perceived under-dealings, raise questions on transparency of the process. It was also expressed that African countries were not ready for the PPP concept as it was not clear who was financially benefitting and what would be the long term implications from such arrangements. The Young professionals were also not fully convinced that PPP would alleviate joblessness amongst the youth.

It was however agreeable that PPP may be a tool to unlock the potential of Africa in the future, provided that transparent, credible and effective regulatory agencies are adapted to the specific needs of countries. Implementing mechanisms to guarantee transparency at all stages in the tendering process should also be operationalized. This should include and not be limited to involving independent agencies to oversee the bidding process and commit government institutions and private bidders to an integrity pact.

Break-Away Session Two

The Gender Question in Upward Progression

Session Chair: Dr. Nura Mohamed, Ag. Director Kenya School of Government, Nairobi

Rapporteur: Ms. Yvonne Oduor

Presenters:

Mr. Sibusiso Jere, Deputy Director- Policy, Office of the President and Cabinet, Malawi

Ms. Elizabeth Owendi Ocholi, Ministry of Devolution and Planning, Kenya

Ms. Betty Muthoni Gachire, Senior Lecturer, Kenya School of Government, Nairobi

Mr. Sibusiso Jere, Deputy Director- Policy, Office of the President and Cabinet, Malawi

Topic: Gender Profile and Status of Women in Malawi Civil Service

Mr. Sibusiso commenced his presentation by outlining some of the historical ratifications that have contributed to women empowerment in Malawi. He equally highlighted the national government commitments that too have contributed to the empowerment of women in Malawi. He noted that besides being a signatory to international treaties supporting women empowerment, the Government of Malawi too has made a number of policies including the Malawi Constitution which enshrined the principle of equality and invalidated any practice that discriminates against women in Sections 20 (2) and 24 to enhance the women empowerment in the country. The presenter however lamented that despite the strides made in gender mainstreaming, the rate at which women were moving into decision making positions was not encouraging. He advanced that gender imbalances were not restricted to the senior level but also in the middle and lower grades of the Malawi Civil Service.

Mr. Sibusiso reported that some of the reasons that undermined women representation in decision making in Malawi included; lack of adequate knowledge and awareness on gender and gender mainstreaming, among decision makers in the public service; poor management responses to gender mainstreaming initiative; lower education qualifications among women in the public service; lack of competitive edge among women in terms of assertiveness and self-confidence; and family obligations which make women miss out on scholarship opportunities. However, he noted that the government had put in place various initiatives to reverse the consistent under-representation of women at the various levels of the public service.

He further pointed out that there were women dominated fields like Nursing, Secretarial and Teaching albeit not in decision making positions. He essentially acknowledged that women were under-represented in professions like Law, Engineering, Economics, Accountancy, Medicine and General Administration. Mr. Sibusiso stated that the challenge was to bring women into male dominated profession and vice versa and also increase their representation in terms of numbers and participation. He concurred that for equitable and sustainable development of the country, there was a need for equal participation of both gender groups in decision making.

Ms. Elizabeth Owendi Ochoi, Ministry of Devolution and Planning, Kenya

Topic: Gender and Upward Mobility in the Public Service in Africa

Ms. Acholi introduced the issue of Gender as a problem that started at birth and mainly propagated by women. She further explained that the inconsistency in gender upward mobility was due to society's definition of gender roles and responsibilities. This, she noted had hindered fair accessibility of services and opportunities, especially with regards to education and employment. This unfair playing ground, especially in employment further affects one's income, wealth acquisition and decision making capacity, she observed.

Ms. Ochoi's paper examined the progression scheme for administrative officers in Kenya to illustrate how hallmarks of progressions hindered or slowed professional women progression to leadership positions. In her presentation, she critiqued the scheme of service for administrative officers

in Kenya, which had stringent requirements as a big hindrance to upward mobility among women because of their biological and social responsibilities to the family. Using a number of examples she reinforced her perspective on the gender discriminatory nature of some of the public service progression schemes. For example, she argued that one of the Administrative Officers Scheme requirements for progression was that all must have passed through a paramilitary course lasting not less than 12 weeks to move from the initial job group to the next. The paramilitary course required that women must not be pregnant at the time of the training. Yet the women at the public service entry level are primarily within the child bearing age. The presenter lamented that chances were that most women would miss out on this training due to pregnancy or need to care for newborns thus miss the opportunity for promotion on time. She further emphasized that training did not have any particular scheduling so that those who needed it may reschedule their maternal obligation. The scheduling she noted depended on the availability of funds in the government and spaces. It was also identified that the scheme had also hindered the advancement of men with regards to job posting, since some were hesitant to take up positions that took them away from their families.

Ms. Owendi advocated for change in attitude if the society is to address the inequalities. She advanced that equality and equity was not achievable only by legislation enforcement, but also by a sincere change in attitude that embraces equity. She concluded by calling on governments of Africa to actualize affirmative action in assessing education and family/work situations of employed mothers. She resonated that gender sensitive budgets will encourage implementation of gender related policies. Finally she advocated for a re-examination of policies that hinder career progression among women in the public service.

Ms. Muthoni Gachire, Senior Lecturer, Kenya School of Government, Nairobi

Topic: Mainstreaming Gender in the Public Service: Challenges and Successes

Ms. Gachire, in introducing her presentation titled ‘*Mainstreaming Gender in the Public Service: Challenges and Successes*’ noted that, historically, the female gender’s progress at the workplace had been impeded by male dominance, especially in decision-making positions. She emphasized that the society had everything to benefit from when women have equal opportunities in upward progression as their male counterparts. While acknowledging that most African countries have ratified and signed international conventions and protocols such as the Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW) of 1984, and the Beijing Conference of 1985, she underscored that the conversion of the same into practice had been at a slower rate.

Ms. Gachire however argued that in the Kenyan context, some strides had been made among which included the entrenchment in Chapter Seven (Article 81b) of the Kenyan Constitution that “Not more than two-thirds of members of elective public bodies shall be of the same gender”. In addition, she observed that Chapter 13, Article 232 (1) states the values and principles of public service as advocating for *fair competition* and *merit* as the basis of appointments and promotions; and affording adequate and equal opportunities for appointment, training and advancement at all levels for the public service of, regardless of gender. The full realization of this, however, according to her, would still take a long time, given the historical marginalization that had been deeply entrenched. The presenter concluded her presentations by engaging the young professionals in a discussion to answer three key questions on: some of the things that have prevented women’s upward progression both in employment and leadership positions in your country; What could be done to mitigate the identified challenges of women’s upward progression.; and What were the benefits to society, governments and families when women had equal opportunities in upward progression.

Discussions and Responses

The participants concurred that gender was largely perceived as a phenomenon that took into account the plight of women, and yet it touched on the entire community. Delegates expressed concerns that in some instances it has been argued that gender mainstreaming had contributed to family disintegration as women empowerment made some men feel their dominion threatened. It was therefore recommended that focus should be set to the development of family- friendly policies, adequate budgetary allocation and the identification of gender specific approaches that incorporate men. The feminist approach, it was noted, was alienating the male at the work place and in society.

Plenary Two

Personal Branding for a Public Officer

Session Chair: Dr. Sebastian Bigabwenkya, Uganda Institute of Management, Uganda

Rapporteur: Ms. Elizabeth Owendi

Presenters:

Dr. Purity Gitonga, Ethics and Anti-corruption Commission, Kenya

Dr. Florence Kithinji, HOD Research, Consultancy & Policy Analysis, Kenya School of Government Nairobi, Kenya

Dr. Purity Gitonga, Ethics and Anticorruption Commission, Kenya

Topic: Personal Branding in the Public Service

The thrust of the presentation was to encourage the young professionals to stand out from the crowd by creating a personal brand that would leave a legacy in the public service. Dr. Gitonga noted that personal branding was a pillar of leadership, adding that successful brands endured the test of time. She defined branding as a process that is used by the businesses to utilize marketing strategies to enhance their product or service image so that it is more readily recollected by the customer. Branding helps the product or service to make a favorable impact on the target customer. Personal branding is a leadership requirement and not just a self-promotion campaign.

Dr. Gitonga highlighted that over the years, the public service had earned an undesirable brand which has been marked by systems that were insensitive to customers, rigid procedures that killed innovation, lack of transparency and negative work ethics. Against this background, she encouraged young professional in the public sector to distinguish themselves by providing exemplary service to the customers. Personal branding she added, entailed accountability and commitment, through thoughtful planning and strategy and ability to deliver on the promise and expectations that one has set. She emphasized that the public service was searching out for such people who could deliver on their promise according to expected

standards. Personal branding, she added, must go hand in hand with consistent integrity. She pointed out that branding was a concept propelled by competition, globalization and technology amongst other factors.

The presenter exhorted the young professionals to be visionary, passionate and authentic in their service delivery to create a superior brand in the public service. She echoed that super branding also included building trust, having moral authority, upholding decent and proper looks besides building on skills and capacity. Dr. Gitonga further discussed key enemies to leadership and branding, including power, money and sex, and urged the young professionals to carefully navigate through these potential pitfalls. She concluded her presentation by quoting Story of Arnold Swa “*Your calling isn’t something that somebody can tell you about. It’s what you feel. It’s a part of your life force. It is the thing that gives you juice. The thing that you are supposed to do. And nobody can tell you what that is. You know it inside yourself.*”

Dr. Florence Kithinji, HOD Research, Consultancy & Policy Analysis, Kenya School of Government Nairobi, Kenya

Topic: Personal Branding in the Public Service

Dr. Kithinji, in her presentation, urged delegates to take a proactive role in creating the desired change in the public service through effective branding. Noting that generally 20% of any population is the one counted on to make the difference, 70% are indifferent and 10% don’t even care, she advocated for deliberate effort among delegates to be among the 20% in the public service. She called for increased self-awareness among the professionals and a mental attitude that kept aiming for self-improvement, since personal branding was equated to mental growth. She called on the delegates to view personal branding as a component of growth, illustrating this by the story of the eagle’s lifecycle. The bird, which has a potential of a lifespan of about 70 years. She noted that to be able to live the 70 years the bird has to go through a painful process of self-renewal halfway into its lifespan.

After 40 years, the bird’s long and flexible talons can no longer grab prey which serves as its food. The Long and sharp beak also gets bent while the old-aged wings

due to its thickness get stuck to its chest making it difficult to fly. At that age the bird has either an option of dying or going through a painful renewal process. The process involves going away and nestling on top of a mountain for five months to rebuild up again. It involves the bird knocking its beak on a rock till it pluck off and another new one grows which it subsequently uses to plucks off the old talons and feathers consecutively and wait for new ones to grow before it can soar the skies again. Dr. Kithinji urged the delegates to follow the eagle's example by being willing to make sacrifices to enhance their personal development, even when it hurts. She argued that, ultimately, if personal branding efforts were successful at the individual level, the branding of the whole public service would be a possibility.

Discussion and Responses

Delegates questioned at the challenge of protecting self-image in the context of rising case of breach of ethics and rampant corruption. The conference also delved deeper on how to maintain a good name while fighting corruption like when working in the Ethics and Anti-Corruption Authority, given that corruption fights back viciously. In response, Dr. Gitonga called for strict adherence to the terms of reference of the position and playing by the rules of the game. Otherwise she admitted that the challenge of such positions are real and would require a lot of personal stamina to overcome.

Plenary Three

Public Service Career: Opportunities, Qualities and Competencies

Session Chair: Mr. Norman Orwa, Lecturer, Kenya School of Government, Mombasa

Rapporteur: Ms. Yvonne Oduor

Presenters:

Dr. Nura Mohamed, Ag. Director, Kenya School of Government-Nairobi

Ms. Angelina Ungelle, Human Resource Officer, Tanzania

Dr. Nura Mohamed, Ag. Director, Kenya School of Government-Nairobi

Dr. Nura's presentation focused on the challenges faced by young professionals in the public service. He emphasized that public service should be viewed as a calling as opposed to a job. He noted that most challenges faced by young professionals were based on mutual negative perceptions between the experienced senior and the younger officers, and mismatching youth skills and expectations. He took delegates through essential public servant qualities and requisite skills, which he stated were effective communication, backup knowledge and continuous learning. He also examined various strategies for growing youth leadership in the public sector. Acknowledging the need for delegates to put more effort in their service, he added that effort alone was not enough, as it was important to know where to direct that effort

Ms. Angeline M. Ungelle, Human Resource Officer, Tanzania

Topic : Public Service Career: Opportunities, Qualities and Competencies

Ms Ungelle noted that Public Service was by nature a labour-intensive employer, and as such its performance was directly dependent on the quality and performance of its employees. She emphasized on the need to invest in the recruitment and selection process, so to ensure that only the-most qualified and adaptable individuals entered the public service. This would also ensure that the people recruited into the

public service had personal objectives that could be fulfilled within the practice of the public service. She reiterated that public services had to convince prospective applicants that their job was worthwhile and ensure job satisfaction for its workforce.

In recruitment, she added that it was necessary to remunerate prospective employees at a competitive level through a transparent and credible selection process. Giving example of the Tanzania Public Service, Ms Ungelle illustrated that vetting amongst other processes are critical in ensuring the right competencies got to the public service. Towards this end she noted that the Public Service across Africa needed to position itself to prospective applicants as a worthwhile employer who would grant job satisfaction and offer attractive remuneration. Among a raft of recommendations she made was the shift from command and control approach of bureaucracy to a more engaging approach such as coaching and mentorship. She challenged delegates to consider progressing in the public service not merely in terms of material gain but in terms of rendering effective and efficient service to the nation. She said that without this underpinning a career in the public service may end up being frustrating.

Ms. Ungelle pointed out that even in their service, the young professionals needed to adhere to the set standards and regulations in order to pursue excellence in service. For the improvement of Public ethics, integrity, transparency, accountability and professionalism in the public service, she concurred that public servants needed to; uphold merit or professionalism; enforce public service regulations and improve remuneration. The presenter recognized that the public service should move from command and control and towards advice and consent than threatening and punitive measures for underperformers. She ended her presentation by arguing that, good managers must be good coaches.

Discussions and Responses

The delegates reacted strongly to the negative perceptions especially by the senior experienced officers and urged that consultative forums bringing together both the young and the old should be organized regularly to help bridge the gap between the two. It was also noted with concern that older officers past retirement age kept on being re-circulated in the system, denying younger and suitably qualified persons opportunities to serve. Young professionals too urged public services to improve

terms of service to help them not only utilize their skills but also help further their competencies to meet the changing demands of the society.

The Young professionals too noted that the governments needed to diversify their services to meet all competencies available in the labor market. They too decried the practice of nepotism, tribalism and corruption that continue to mar most of the public appointments especially at the senior level. While recognizing the positive steps made towards the recruitment and selection process in the public service, the conference advocated for equity to be upheld at all level of appointments and promotions.

Plenary Four

Re-engineering Public Service to Leverage the Benefits of Regional Integration

Session Chair: Amos Langaël Nnko, Muhimbili University Health and Applied Sciences, Tanzania

Rapporteur: Mr. Amos Ahenda

Presenters:

Mr. Peter Nthigah, Management Consultant and Trainer, Kenya

Mr. Titus Nkosi, Assistant Director: Department of Public Service and Administration, South Africa

Mr. Martin Muhereza, Uganda Management Institute, Uganda

Mr. Peter Nthigah, Management Consultant and Trainer, Kenya.

Topic: Re-engineering Public Service to Leverage on Benefits Regional Integration

Mr. Nthiga's presentation was hinged on the need for regional integration for sustainable development in the 21st century. Comparing the GDP of various countries in the world, he noted that the Middle East and Africa were emerging markets which were growing very fast, and could not be taken for granted in the world map. He argued that there was need for radical reforms in public policy to strengthen trade, infrastructure development and institutional development for good governance with a view to reducing social exclusion and improve peace and security across borders. He asserted that regional integration was also important as it fostered the creation of an enabling environment for private sector development and supported economic growth besides strengthening interactions.

For Regional integration to meet its aim, he noted the need for openness, subsidiarity, private sector leadership and pragmatism. He drew comparisons between the six stages of regional integration, adopted by the European Union and the four step model adopted by SADC. He also highlighted the proposed six steps of the Africa

Regional Integration Roadmap (1991-2034). He concluded his presentation by noting that any regional integration initiative should address issues of substantive coverage, depth of integration and geographical scope.

Mr. Titus Nkosi, Assistant Director: Department of Public Service and Administration, South Africa

Topic General View of Human Resource Management in Africa

Mr. Nkosi reflected on the general view of human resource management from a South African perspective. He presented a comparative study of Kenya, Ghana and South Africa, and considered their human resource practices before, during and after independence. He noted that Kenya and Ghana, having been colonized by the British, shared a lot and had their HR practices heavily copied from this British legacy. He identified that South African human resource continued to be bedevilled by a climate of low trust, a result of four decades of apartheid. He delved deeper to the challenges facing the human resource domain in South Africa. Mr. Nkosi noted that one of the main objectives of South Africa human resource management was to develop a culture of diversity which would positively build on employees' differing cultural backgrounds. In conclusion the presenter emphasized that HR practices and policies differ from one country to another and what works for one country can't necessarily work for the other.

Mr. Martin Muhereza, Uganda Management Institute, Uganda

Topic: Re-engineering Public Service to Leverage on Benefits Regional Integration

Mr. Muhereza, in his presentation, advocated for the complete restructuring of government business processes to achieve the envisioned results. Whereas there could be very good policy documents highlighting great visions for country development, there was need for systems and procedural reforms. He noted that the public sector organizations needed to completely restructure their business processes to not only get the results that the public cared for, but also increase productivity, efficiency and quality in the delivery. He further took delegates through the necessary steps in

the re-engineering process, noting that it is deeply rooted in the organization's clear vision.

Mr. Muhereza mentioned that the drive towards regional integration could get a major boost if respective governments invested in business process reengineering. Mr. Muhereza proceeded to outline some benefits that public sector organizations could realize when they reengineered their processes. These included cutting direct public sector costs and raising labor discipline so as to improve resource use. He also observed that if public sector organizations applied private-sector-style management practices there would be increased flexibility in decision-making, much needed in the rapidly evolving modern. The presenter concluded by proposing that a reengineered public service should be performance-oriented, and aim to offer high quality service, while being customer-driven.

Discussions and Responses

The delegates noted with concern that, though the ideals of regional integration were noble, the current regional blocks have failed to rise to the occasion when needed most especially in addressing issues of security and health. The conference decried the trend of regional blocks becoming more of political outfits than economic and social frameworks. It was also noted that the existence of a sense of mistrust and suspicion among member states was retrogressive. A systems approach was needed in ensuring success of regional integration initiatives.

Some delegates decried the negative post-colonial traits tainting the operations of Public services, they urged the African states prove true emancipation by practically upholding the ideals of equity and justice. Racism, tribalism, nepotism and all forms of discrimination should be totally uprooted from the public service if Africa is to progress to the next century. The conference noted that regional integration offers an opportunity to public servants to move from being national experts to international servants thus enhancing their capacity whilst expanding their service horizons.

Motivational Address

Session Chair: Mr. Samuel Macharia –Kenya Institute of Management

Rapporteur: Harrison Mathenge

Presenter: Dr. Wale Akinyemi, Chief Transformation Officer, Powertalks

Presenter: Dr. Wale Akinyemi, Chief Transformation Officer, Powertalks

Topic: Re-engineering of the mind

Dr. Akinyemi commenced his motivational talk by introducing his motivational talk entitled “Re-engineering of the mind”. He strongly decried the painful situation in Africa where political leaders continue to make promises they forever fail to meet. Citing examples of political promises made to the citizenry of Nigeria when he was young and to these days such promises still dominate the lips of politicians yet remain unfulfilled. He admonished the young professionals that the public were tired of mere talks by politicians and governments and were eagerly yearning for action. He pointed out that change was not a coincident but rather a deliberate action of individuals.

Dr. Akinyemi reminded the delegates that they had the potential to unlock positive and lasting changes in the society; provided that they re-examined their mentality. The greatest enemy of Africans, he noted, was mindset. He wondered why Africans kept on re/electing “leaders” who promised to address issues such as infrastructure, health facilities and water distribution networks but for decades fail to deliver. He pointed out that Africa had remained stuck at the same spot economically and socially due to political immaturity and intolerance of its past and current crop of Africa’s leaders.

The youth, he indicated, were best suited to liberate Africa from the yoke of dependency and ensure the dream of a united and prosperous continent is realized. The speaker challenged the young professionals to make a difference in their respective societies however small. He called upon the youth to take up leadership positions so as to change and inspire others as opposed to rulers who work so hard to maintain status quo. However, he cautioned them to respect the existing structures

and progressively change them from within. Dr. Akinyemi noted that being an office holder didn't make one a leader. He advanced that as a leader one must walk the talk- be beyond reproach. In conclusion, he dared the youth to deliberately dream so as to move and change the continent from being a consumer to a producer while respecting human dignity.

Discussions and Responses

Most of the delegates thanked the speaker for the powerful motivational talk that re-energised them to be change agents. One of the delegates acknowledged having gone through transformation having applied what she read in Dr. Akinyemi's books. On the question of choice of leaders, the conference noted that most of the people who actually vote are the less informed masses who are easily swayed by bribes; the elites and professionals were thus urged to use their vote to effect the change. The conference decried the depth of damage caused by stagnated development in Africa which is sometimes occasioned by civil conflicts.

Informal Session

Session Chair: Mr. Samuel Macharia, Kenya Institute of Management

Rapporteur: Mr. Harrison Mathenge

Presenter: Mr. G. K. Scott, AAPAM Secretary General

AAPAM Secretary General, Mr. Scott took delegates through the background of the AAPAM-YPN, its objectives, vision and setbacks. He stated that AAPAM established the Young Professionals Network (YPN) on the 4th of September 2006 as a Programme to cater for young professionals who had just joined the public service. This aimed to induct and mentor new and young public servants into better managers and administrators as well as forging a link between them and the senior and more experienced public sector managers. In addition the YPN sought to provide a forum that would enable the youth to exchange ideas, experiences and address unique challenges faced by young professionals entering the public service by giving them the necessary skills, knowledge, ethics, values and techniques that will mold them into highly respected professionals.

The Secretary General further took the young professionals through the tenets of the draft YPN Constitutions. He pointed out that the young professionals were free to voice their observations to be included in the Constitution in preparation for its ratification in the forthcoming 36th Roundtable conference where office bearers will too be elected. He stressed that it was important to come up with a good policy guideline that would inform its legal framework operations.

Mr Scott prevailed upon the YPN members to pursue personal development in terms of skills enhancement, self-discipline and commitment as well as to work respectfully and with integrity with the experienced managers and administrators in the public service. In conclusion, he noted that the organization was straining to hold conferences as most governments had not signed the AAPAM Memorandum of Understanding (MOU). He called upon the delegates to fully participate and integrate AAPAM activities in their respective governments' programmes for prosperity. He urged the young professionals to be champions of AAPAM in their respective institutions, governments and nations.

Discussions and Responses

Delegates noted with gratitude, AAPAM's decision to deliberately think of promoting the welfare of young professionals within the public sector organizations by providing such an important forum for exchange, as the YPN. They also recommended the strengthening of YPN country chapters, and in the case of Kenya, designing ways of incorporating the new county governments in this engagement. While noting the great benefits that could accrue through registered membership, it was, however, emphasized that much needed to be done at country chapters to help recruit more members, as a means of supporting future events. Members also said that the number of years of service should not be tagged as determiner for membership to YPN but rather it should simple be determined by one's age. Some young professionals noted that they joined the service at an early age and have served more than eight years yet still below 35 years of age. The conference also agreed that to overcome the slow bureaucratic processes of institutions communication by AAPAM secretariat on issues targeting YPN should be copied to their personal emails.

Plenary Five

Harnessing ICT to Drive Innovations and Initiatives in the Public Sector

Session Chair: Mr. Mashamba Khanitsha, Department of Public Service and Administration, South Africa

Rapporteur: Mr. Amos Ahenda

Presenters:

Mr. Festus Kitui, ICT Manager, Kenya School of Government, Nairobi- Kenya .

Ms. Elida Recci, Public Administration and Governance Officer, e-Government Branch, Division for Public Administration and Development Management, Department of Economic and Social Affairs, United Nations New York

Mr. Festus Kitui, ICT Manager, Kenya School of Government, Nairobi- Kenya

Topic: Harnessing ICT to drive innovations and initiatives in the public sector Case of Kenya

Mr. Kitui took delegates through the role of ICT in development and the ICT revolution in Kenya, followed by case studies of applications within the context of the country. In his opening remarks, he reflected on critical issues like, countries having ICT master plans that support the innovations and initiatives in the public sector; governments putting in place policies to support ICT and; national leadership support for innovation.

The speaker noted that the utilization of ICT arose from a number of factors including the need to improve the quality of service delivered in the fastest way and easiest mode possible. ICT was also embraced as a measure of cutting cost besides meeting the needs of a digitalized citizenry. He explained that ICT played a central role in the government's agenda to deliver on its key promises. ICT is transparency or capacity enabler, a connector of citizens and governments hence a powerful public service delivery tool. Mr. Kitui propounded that ICT is a critical store utilized to harness, deliver and enhance citizen's overall knowledge. He underscored that ICT is a catalyst and an enabler of all sectors including agriculture, education and healthcare.

Through the case study Mr. Kitui discussed the key performance indicators in ICT as far as operational efficiency and e-service is concerned. He illustrated his arguments citing the Kenyan milestones achieved in the ICT which included the innovative one-stop service shops for government services (Huduma Centers), the e-payment system rolled out by the Nairobi City County Government for payment of parking fees using mobile phones, and the recruitment portal by the Public Service Commission of Kenya. He noted that the high expectations put on public service by customers demanded rapid and adequate response which could be greatly facilitated by the use of ICT, and the government was better placed to spearhead the development and management of ICT infrastructure within the country.

The presenter noted that ICT full potential had not been achieved in the African continent due to number of problems including inadequate and poor connectivity, insufficient policy frameworks, inadequate awareness, cyber security and broadband deployment challenges amongst others. Mr. Kitui concluded his presentation by recommending a number of measures to enhance the utilization of ICT. He noted that governments should spearhead the development and management of the ICT infrastructures and applications while exploring further the implementation of internet in service delivery.

Ms. Elida Recí, Public Administration and Governance Officer, e-Government Branch, Division for Public Administration and Development Management Department of Economic and Social Affairs, United Nations- New York : via Skype

Topic: E-Government – a Driving Force for Innovation and Efficiency in Public Administration Division for Public Administration and Development (DPADM)/ United Nations Department of economic and Social Affairs (UNDESA) Approach

Ms. Recí through skype presentation took the delegates through the DPADM/ UNDESA experience on harnessing ICT to drive innovations and initiatives focusing on facets like; the institution's strategic vision; institutional framework and e-Leadership; Knowledge sharing and dissemination; and Recognition. She noted that aligning national e-government development with national development priorities and international development goals allows for greater innovation. She advocated for networking and collaboration to foster innovation. She illustrated how DPADM/ UNDESA utilized ICT to respond to the global need while meeting its

mission across the world. She acknowledged that it was necessary for governments and institutions broadening their capacities to respond to an ever changing and challenging world of technological innovation by developing government wide infrastructures, shared networks, data centers, etc.

Ms. Reci proceeded to point out the benefit of harnessing ICT. She emphasized that ICT is critical in; improving delivery of public services, fostering participation in policy-making decisions; promoting Whole-Of-Government (WOG) approaches in the information age; promoting gender responsive delivery of public services; and preventing and combating corruption in the public service. Citing examples from different countries the presenter acknowledged innovations come from everywhere across the world. However she was quick to add that only visionary leaders and an enabling environment are critical in fostering innovation. She added that innovations needed to be driven by the need of the society rather than being imposed. She thus argued that, innovation is becoming more of a bottom up approach rather than top down. The rolling out of ICT infrastructure and innovations, she suggested, should be region-specific, since each region across the globe was unique in its context and its needs. She further advanced that the lines between public sector and private sector are blurred by e-gov innovation hence ensuring that partnerships and cooperation are fully explored for the benefit of the public. Ms. Reci, in her presentation urged governments to set up platforms to facilitate innovation since the real owners of e-government innovations were the people who used them.

Discussions and Responses

Delegates wanted to know how the Kenyan government was planning to ensure accessibility to ICT services even in the remote villages. It was noted that the government had started rolling out digital villages across the country, and that this was gradually transforming the way business was conducted across the country. The conference also discussed on the potential risk exposed in the ICT sector of hacking and virus infection. It was pointed out that technology was not static hence the ICT experts were always inventing ways to deal with e-crimes. While appreciating the great strides made DPADM/ UNDESA delegates noted that African government's needed to embrace innovation to propel the national development agendas. The young professionals urged the governments to develop the critical infrastructures especially at the grassroots levels like provision of sustainable and constant electricity to enhance assimilation of ICT in service provision.

Young Game Changers

Session Chair: Mr. Samuel Kipyego, Kenya School of Government

Rapporteur: Ms. Elizabeth Owendi

Presenter: Mr. Fredrick Haga, Senior Assistant Director of Education, Ministry of Education, Science and Technology (Kenya).

Title: Promoting the Role of People with Disabilities in National Development and the Challenges They face in the Public Sector.

Mr. Haga started by appreciating the organizers for according him the opportunity to make a presentation at the conference. He emphasized that his presentation was based on personal experiences, as a visually-impaired person, and his interactions with other persons with disability across the country. He pointed out that People with Disability (PWDs) had aspirations and feelings just like anybody else. He further stated that unlike the common belief that PWD form a homogeneous group, they were individuals with different needs, aspirations and capacities, depending on the nature of disability.

The Governments, Mr. Haga noted, had their presence felt across respective countries in addition to offering goods and services with no commercial gains. Towards this end, the government, as an equal employer, needed to prioritize the plight of PWD in job placement, policy formulation, and career growth and provide for reasonable accommodation to facilitate their work, which should include and not be limited to provision of aides, appropriate work environment and tools. He challenged the youth to change their perception and attitudes towards PWD. As a group waiting to take over leadership positions; the youth should understand the plight and suffering of the less privileged in the society through advocating for the respect of human rights. He concluded his presentation by discussing a number of recommendations that would enhance the development of PWDs in the public service.

Discussions and Responses

Delegates felt the PWD were abled differently and therefore needed to be recognized and accommodated in public service. The conference was informed that the Government of Kenya through the Kenya Council for PWD had developed a policy to address and guide the needs of PWD's.

EXCURSIONS/ FIELD STUDIES

The young professionals marked the end of the three day event by field studies/ excursions to different sites in Kenya on the third day. The participants toured various development and social empowerment projects in different places. They were divided into five groups and visited the following sites and institutions to learn more on social empowerment by government and corporate initiatives in development:

1. National Youth Service Yatta and Chania Falls
2. Huduma Center Nairobi and Kamiti Maximum Prison
3. Amani Kibra and Amani Mitaani, both in Kibra Constituency
4. Soko Kibra, Caroline for Kibra and Riara University
5. Export processing Zone (EPZ), Machakos Park and Huduma Centre Machakos County

CLOSING CEREMONY/ DINNER

The official closing ceremony of the YPN conference was intergrated in the Dinner marking the end of the forum. The closing ceremony and dinner was hosted at the Nairobi Safari Park Hotel and presided over by Ms. Juster Nkoroi, Principal Administrative Secretary, Ministry of Devolution and Planning, Kenya. In her remarks, she thanked delegates for attending the conference, and hoped that they had found the deliberations useful in their career progression. She hoped that the friendships cultivated during the period would continue in the spirit of African brotherhood, and wished delegates well in their future endeavors. Mr. Abdon Nhial, AAPAM President, Ms Leah Munyao -KSG Director of Academic affairs, Mr. G.K.

Scott -AAPAM Secretary General also graced the closing session. They specially thanked the Ministry of Devolution and Planning Kenya for their invaluable contribution which made the event successful. Mr. Abdon Nhial, AAPAM President on behalf of the AAPAM executive Committee thanked the Government of Kenya for the continued support to AAPAM. He equally challenged the young professional to go utilize what they had learnt. He also invited all present to the 35th Roundtable conference. Ms Nkoroi the chief guest was joined by Mr. Abdon Nhial, AAPAM President, Ms Leah Munyao -KSG Director of Academic affairs and Mr. G.K. Scott -AAPAM Secretary General to presented gifts and certificates to the conference resource persons. The young Professionals were also awarded certificate of attendance.

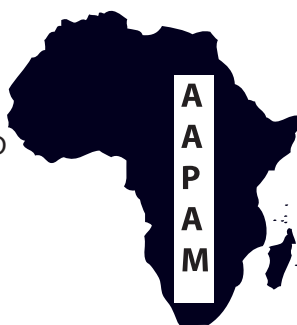
Delegates further enjoyed a colourful dinner of Kenya's *nyama choma* delicacies laced with powerful African dances and acrobatics from the Safari-cats and acrobats respectively. Participants too were also entertained by the Kipawa Band that provided a number of local hits, including rhumba. Members of the Conference Steering Committee were acknowledged and awarded.

APPENDIX I

CONFERENCE COMMUNIQUE

AAPAM YOUNG PROFESSIONAL NETWORK CONFERENCE COMMUNIQUE

AFRICAN ASSOCIATION FOR
PUBLIC ADMINISTRATION AND
MANAGEMENT (AAPAM)



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



15TH – 17TH SEPTEMBER 2014

KENYA SCHOOL OF GOVERNMENT, NAIROBI

THEME: “LEADERSHIP, GAME CHANGERS: THE FUTURE OF AFRICA’S PUBLIC ADMINISTRATION SECTOR”

Introduction

1. The African Association for Public Administration and Management Young Professionals Network (AAPAM-YPN) Conference was organized by African Association for Public Administration and Management (AAPAM) and co-hosted by the Government of Kenya, through the Ministry of Devolution and Planning at the Kenya School of Government, Nairobi, from the 15th - 17th September 2014.
2. The First International AAPAM Young Professionals Network Conference was held under the theme: *Leadership, Game Changers: The Future of Africa’s Public Administration Sector*.
3. The conference contributions and discussions were based on the following sub-themes:
 - Public Administration in Africa.
 - Public Private Partnership.
 - The Gender Question in Upward Progression.
 - Personal Branding for a Public Officer.
 - The Public Service Career: Opportunities, Qualities and Competencies.
 - Re-engineering Public Service to Leverage the Benefits of Regional Integration.
 - Harnessing ICT to Drive Innovations and Initiatives in the Public Sector.
4. One Hundred and One (101) participants from Seven (7) countries attended the conference. The countries represented were Kenya, Lesotho, Malawi, South Africa, Swaziland, Tanzania and Uganda.
5. The Young Professionals were drawn from both the public and private sectors cutting across the different divisions of parastatals, state/government ministries and departments, management development institutes (MDIS) and corporate organisations.

Official Opening

6. The conference was officially opened by Hon. Ann Waiguru, OGW- Cabinet Secretary Ministry of Devolution and Planning, Kenya who welcomed all delegates and conveyed the Government of Kenya's commitment to the youth development agenda.
7. Gracing the opening occasion was also Hon. Abdon Jok Nhial, AAPAM President and Mr. Titus Ndambuki, AAPAM Vice-chairperson East Africa. Mr. Juma Mgesi, Vice Chairman, AAPAMYPN - Tanzania Chapter presented remarks on behalf of the Young Professionals Network.

Input and Interventions

8. In acknowledgement of the critical role played by young professionals in public sector development, the AAPAM-YPN Conference presented a platform for delegates to deliberate and champion the youth agenda across the continent. The young professionals were projected as the game-changers in the development of Africa.
9. The Conference made the following observations
 - The young professionals within the public sector organizations have a critical role to play in the development of the sector in order to meet the needs of the 21st century citizens.
 - The current bureaucratic structure of public service organization tended to undermine the potential of young employees thus resulting in a high turn-over.
 - Development and the realization of transformative solutions can be translated from the enthusiastic and creative younger innovative public servants. However the system and structure that is steered by some resistant senior public servants is less accommodative of change and steering these possibilities.
 - The performance, image and prestige of Africa's public service is in the hands of the young professionals; and as such, the young professionals needed to embrace virtues of honesty, decency and dedication in service to the point of sacrifice.

- Individual countries stood to benefit from regional integration. In this regard, the public service's guiding philosophies and practice in Africa needed to be re-engineered to leverage the benefit of regional integration.
- The seniority based promotion model currently practiced in the public sector, was noted to be retrogressive, in so far as attracting and maintaining of talented, knowledgeable and highly skilled young professionals.
- The public service is the single largest employer of persons with disability. Whereas efforts to absorb more persons with disability into the public sector through affirmative action had been noted, many more challenges facing their progression within the system are yet to be addressed, notwithstanding the already prejudiced system.
- There was need for collaborative approaches, between the young and senior experienced professionals'; the public, private and civil society sectors as a way to make public service delivery more vibrant and relevant. Further best practices and success stories needed to be shared across departments, ministries and borders.
- Instability in Africa has greatly affected young people, with high rates of unemployment and political instability, governments across the continent are tasked to develop programmes that could effectively engage young people in sustainable livelihood development. Young professionals within the public sector are best placed to act as ambassadors for the young citizens in driving this change.
- The public service should support sustainable economic development. This is potentially achievable within a framework of institutionalized performance management systems, good governance and subscription to a code of ethics.
- Taxes alone cannot bring about the required development in a country at the required pace, therefore other alternative frameworks should be institutionalized to empower various types of Public-Private Partnerships (PPP), without compromising the quality of service delivery.
- Whereas there is need for continued engagement on structural, cultural and procedural reforms within the public sector, young professionals should recognize the fact that change must start at the individual level.

10. The Conference acknowledged that:

- The current operating environment of the 21st century public servant was dynamic and in constant flux, requiring different approaches that were more flexible than the traditional bureaucracy.
- The operations of the Public Service in Africa should be re-engineered to address the importance of regional integration in order to tackle globalized challenges and utilize the opportunities.
- Corruption in the public sector posed a serious impediment to the actualization of the ideals of nation building. This vice needed to be tackled effectively in order to promote public sector development.

11. The Conference recommended that:

- Due to citizen demands and mounting pressure, capacity building is essential for effective and efficient public service delivery.
- Young professionals in the public sector should not be reduced to mere robotic followers of rules and procedures, but should be deliberately empowered through mentorship and coaching by exposure to challenging and flexible working environment.
- Given the prowess of young professionals in ICT, their role in bridging cross-border gaps in the public sector should be harnessed.
- Efforts should be made to advocate for competency based approaches, rather than seniority based approaches, in the promotion of individuals to higher job groups in the public service, as a best practice
- There is a need for attitude change aiming at reversing the trend of low recruitment and slow progression of persons with disabilities in public service organizations. Efforts should also be made in this regard to improve the work environment to capacitate persons with disability thus enhancing their contribution to nation building.
- There is a need to develop capacity in order to enhance the formation of research-based policies geared towards the improvement in service delivery. As such, young professionals should continue to acquire higher and more specialized knowledge and skills, which could help translate research findings into policy and actions which are customer-focused.

- Systems should be in-built and institutionalized to effectively fight corruption in the public service to facilitate growth.

11. Implementation of Recommendations

The Young Professional conference entrusted AAPAM with the responsibility of providing necessary facilitation in moving the recommendations into implementation.

Acknowledgements

12. Delegates expressed sincere appreciation to the Government of Kenya; Ministry of Devolution and Planning, Kenya; AAPAM-YPN National Organising Committee; the Management and Staff of Kenya School of Government, Nairobi and the people of Kenya for their excellent hosting as well as the informative study tours that were undertaken as part of the conference.
13. The delegates thanked the AAPAM Leadership and the Secretariat as well as the Resource Persons and Rapporteurs for their dedication and commitment to making the conference successful.
14. Delegates were further invited to attend the 36th Roundtable Conference scheduled to take place in Addis Ababa from 17th to 22nd November 2014 courtesy of the Federal Democratic Government of Ethiopia. The Conference theme is: *“Effective Partnerships between Ministers and Bureaucratic Leaders: From Policy Formulation to Implementation”*

DONE AT THE KENYA SCHOOL OF GOVERNMENT, ON 17TH SEPTEMBER, 2014, NAIROBI KENYA

APPENDIX II



SPEECHES

Republic of Kenya

Speech by Cabinet Secretary, Ministry of Devolution and Planning Republic of Kenya During the Official Opening of The First African Association For Public Administration And Management (AAPAM) Young Professionals Conference at The Kenya School of Government on Monday, 15th September, 2014

Hon. Abdon Jok Nhial, AAPAM President and Secretary General to the Government Service, Republic of South Sudan

Mr. G. K. Scott, AAPAM Secretary General

Dr. Ludeki Chweya, CBS, Director General, Kenya School of Government

Principal Secretaries present

Resource persons

Distinguished delegates, Ladies And Gentlemen,

Karibuni Kenya!

I am pleased to preside over the opening session of this important Conference for young professionals in the public service in Africa. I note that this conference has been organized jointly by my Government and the African Association for Public Administration and Management.

I am informed that the Conference is being facilitated by world renowned public administration professional practitioners and experts who are expected to share their wide knowledge in public administration and management with the young professionals in our public services. My Government feels privileged and honoured

for having been chosen to host the Conference in this premier institution.

Ladies and gentlemen

I note that the theme of the Conference is “Leadership, Game Changers: the Future of African Public Service”. This theme resonates very well with my Government’s focus on youth and their participation in national development. I am informed that the delegates at this Conference are drawn from both the private and public sector organizations across Africa. This mix provides you with a platform to explore the ways in which you can collectively address the various challenges facing the young professionals in the public service in Africa. As you go through various Conference deliberations you will realize that you collectively have a rich reservoir of varied ideas, values, experiences and innovative practices. These should enable you form strategic networks for your future professional growth and the development of the African public services; and promote African integration.

Ladies and gentlemen

The youth of the 21st century holds the future of this continent. Unlike the independence times when only a few people had had formal education the current youth and exposed and live in a global village. They have similar experiences as youth from the developed world. They are innovative and must be given space to demonstrate their thinking. The public service must therefore be designed to provide such opportunities for the youth to innovate.

In this regard I note that this conference has been designed to assist you appreciate your in the 21st century in public service. We in Africa need to re-engineer public services to meet the expectations of the citizenry that wants effective and efficient services. Quality Service to citizens is not a choice but a must. The services we in Africa provide to our citizens must be world class. This Conference provides you with the rare opportunity of sharing experiences of how various African countries been re-engineering public service.

Ladies and gentlemen

Allow me to talk about the challenge facing the youth in general. Youth on the African continent face a serious problem of unemployment, drug and substance abuse, value conflict, corruption in public service delivery and in some circumstances political instability due to poor governance. You are all aware that in most African countries, the youth take the biggest share of the population. In Kenya 75% of the population is below 35 years of age. The implications for Government are therefore enormous – catering for needs of this category of the population calls investments that will create opportunities for employment. We must grow economies at double digit to be able to meet the needs of a youthful population. How are various African Governments

dealing with the youth agenda? This Conference will provide a good platform for the young public servants from across Africa to interact, share experiences and learn from the more experienced professionals from the public and private sector.

Ladies and gentlemen

My government has launched a number of youth programmes to address some of the challenges cited. My Government has established the “Uwezo” Fund from which groups of young people can borrow money for start-ups. This is aimed at encouraging self-employment particularly for those with innovative ideas.

My government has initiated and implemented a policy of enhancing youth specific affirmative action on government procurement to 25 per cent so as to mainstream the participation of youth-run enterprises in economic development as stipulated in our Party Manifesto. Youth groups must be provided procurement opportunities by all ministries, departments and agencies. Our performance and the e-procurement systems have provisions for ensuring that this is achieved.

Ladies and gentlemen

I am aware that various governments in Africa are committed to promoting professionalism and excellence in public administration and management. My Government recognizes that the implementation of any country’s development agenda heavily relies on the critical role played by the middle level public servants and hence the need to gradually build, develop and foster leadership and management skills and competencies amongst young public sector employees to enable them address the multiple challenges facing the public service.

In this regard my Government has established various training and management development institutions for the purpose of developing skills and competencies of public servants. One such institution is the Kenya School of Government, our host. As you are aware, schools of government across the world are making tremendous contribution towards leadership transformation by accelerating knowledge transformation on best practices in management and administration in the public sector. While at this Conference explore the possibility of collaboration among the Management Development Institutes across the continent.

Ladies and gentlemen

The youth are a great resource to the development of any country. We must therefore ensure that they are adequately prepared to take over the responsibility of ensuring that the country achieves its targets. The significance of character cannot be underestimated in career or business success for young leaders in private and public sector institutions. There is evidence that top performers who are able to advance

in academics, careers, at work in business and leadership devote time cultivating good character and relationships with their co-workers and the society. People of good character have dignified lives and are more productive workers and citizens and can subsequently be entrusted with social responsibilities.

Smart and hard work can uplift the social-economic status of the youth with the ultimate objective being to link work and development of positive thinking of respectability in the society and making the youth feel honorable.

A good society requires effective economic programmes to reduce poverty and improve living conditions for the youth. This objective cannot be achieved unless concerted efforts to promote positive values, good character and attitudes towards work are put in place. This is reinforced by Colin Powell, who once said that “success in all human endeavors is a result of perfection, hard work and learning from failure, loyalty and persistence at work, private and business dealings”.

I am happy to note that over the past few years, my government has taken various initiatives to promote the young agenda that include establishing a Youth Enterprise Fund, the “Uwezo” Fund among others have created new avenues for the youth to grow themselves by establishing small scale enterprises.

I therefore, call upon you to learn from the various presenters, exchange ideas and share experiences that will enable you become creative, innovative and assist your governments on general possible interventions of achieving their goals and objectives in the provision of public services. You should balance varied interest of the stakeholders, make decisions in a rational, informed and transparent fashion.

Ladies and gentlemen

While in Kenya I invite all of you to move around to appreciate our cultural diversity and tour places of interest. We welcome you to come back again and make this country your second home country.

It is now my pleasure to declare the AAPAM Young Professionals Network Conference officially opened and encourage each one of you to engage one another constructively for the benefit of our respective public services.

GOD BLESS YOU ALL. GOD BLESS AFRICA!

Address Presented AAPAM President – Mr. Nhial Jok Agaw at the Official

AFRICAN ASSOCIATION FOR
PUBLIC ADMINISTRATION AND
MANAGEMENT (AAPAM)



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

Opening of AAPAM Young Professional Conference on 15th September 2014 at the Kenya School of Government Nairobi

Ms. Anne Waiguru, Cabinet Secretary, Ministry of Devolution and Planning;

Dr. Ludeki Chweya, Director General Kenya School of Government;

Principal and Permanent Secretaries present;

Governors and Deputy Governors present

Chief Executive Officers, Secretaries and Heads of Institutions present;

Mr. David Walugemb'e , Our Key-note Speaker;

Representatives of Development Partners

Representatives from other institutions/organizations

Invited Guests

Distinguished delegates

I have the distinct honour and pleasure to salute you on behalf of the African Association for Public Administration and Management (AAPAM) Executive Committee, Council and, indeed, its entire fraternity. I humbly express our gratitude and appreciation to our Guest of Honour, H. E. Uhuru Kenyatta, the President of the Republic of Kenya who is represented by Ms. Anne Waiguru, Cabinet Secretary Ministry of Devolution and Planning.

I also wish to register our appreciation and gratitude to the Government of Kenya for offering to host the First Young Professional Network International Conference. Indeed our appreciation goes beyond the mere acknowledgement of hosting. We

are even more grateful for the work of the highly competent team of ladies and gentlemen in the National Organizing Committee have put into the preparations for this conference, under the able leadership, of Ms. Anne Waiguru, Cabinet Secretary Ministry of Devolution and Planning. Asante Sana Ms. Waiguru and your team.

Many thanks too is to the Kenya School of Government for honoring us, by hosting this significant event. We do appreciate their support and commitment that have made this event successful. We also recognize Public Service Commission of Kenya, Teacher Service Commission, Kenya Brand Kenya and all our partners who have supported in this conference.

Our Guest of Honour, Ladies and Gentlemen,

One of the objectives of AAPAM is to empower, mentor and skill the young and new professionals across the continent. AAPAM recognizes that in fostering development the Civil Service and even the private sector relies heavily on the critical link constituted by the middle level career employees - consisting of the young and new workforce.

AAPAM thus constituted the Young Professionals Network on the 4th of September 2006 a 2006 to mentor young professionals who have recently joined the Public sector and are climbing the Administrative ladder. Members include young public/civil service professionals who have entered the public/civil service in the last five years and who are 35 years or less. That is why this conference centers on the theme 'Leadership, Game Changers: The Future of Africa's Public Administration'.

Our Guest of Honour, Ladies and Gentlemen,

The YPN Programme sponsors Young Professionals in the public service to participate in high level public sector conferences - where they lobby for issues concerning young/new public sector professionals. It aims at forging a link between the older more experienced public sector managers and build capacity among the younger generations of public servants

The Network seeks to address the unique challenges faced by young professionals entering the civil service while giving them the necessary skills, ethics, values and techniques to mould them into respected professionals and upcoming leaders.

African Association for Public Administration and Management (AAPAM) recognize the implementation of any public/civil service development agenda hinges on proper successive management which entails wholesome empowerment of the middle level civil servants. These middle managers are the leaders of tomorrow, hence proper integration into the operation systems cannot be overlooked.

This conference is therefore important in maintaining continuity in the effective public service performance as it is a forum of networking, sharing of ideas and mentorship. The YPN members meet also regularly at special session at AAPAM's Annual Roundtable Conferences. I urge, the African government to continue supporting this noble idea.

Our Guest of Honour, Ladies and Gentlemen,

AAPAM has over the years undertaken several initiatives as a way of strengthening the organization. This has included collaboration with various organizations across the globe. Partnership Memorandum's of Understanding (MOUs) have been signed and relationships strengthened with many of our counterparts in many parts of the world including the Institute of Public Administration of Canada (IPAC), American Society for Public Administration, (ASPA), Korea Institute of Public Administration (KIPA), International Institute of Administrative Science (IIAS), Institute of Public Administration Australia (IPAA) and last but not least the Centre of Specialization in Public Administration and Management - University of Botswana, (CESPAM) among others. AAPAM has also forged relationships with some private institutions such as Deloitte and the Kenya Management Institute (KIM). AAPAM has observer status at meetings of the United Nations Committee of Experts in Public Administration and close collaborations have been made with the African Union (CAMPS).

Our Guest of Honour, Ladies and Gentlemen,

To enhance capacity development, AAPAM in collaboration with our Kenya Association for Public Administration and Management (KAPAM) conducted a Leadership Forum in June 2014 at Kenya School of Government, Nairobi. AAPAM in conjunction with the Center of Specialization in Public Administration and Management (CESPAM) - University of Botswana is looking also conducted a successful training on Enhancing Governance and Financial Administration in July in Gaborone.

At the level of countries and Government, relationship with additional countries such as Rwanda, Somalia and Ethiopia has been strengthened. Similarly, the French speaking countries are with us as we expand the roots of our services by carrying our major programmes in both English and French. In our endeavor to provide our members/non-members with evidence based solutions, new knowledge and practices, the Research and Consultancy together with the Resource Unit have also been strengthened. We have also stepped up our publications, especially in the areas of the AAPAM journal, newsletter, conference reports and books, and these are being distributed widely.

The 36th Roundtable is to be held in Addis Ababa, Ethiopia come November 2014 under the theme; “Effective Partnerships between Ministers and Bureaucratic leaders: From Policy Formulation to Implementation”. We welcome all join us in the beautiful city of Addis Ababa especially the policy makers and implementer who shape up the Governments of Africa.

Our Guest of Honour, Ladies and Gentlemen,

This conference is an enriched forum laced with various as the sessions that allow for full participation of all our esteemed participants. The forum informative/ informal session, plenary discussions, break-away sessions, skype presentations, exhibitions and study/ excursion tours are some of the aspects of this premier event.

This conference has enlisted the participation of government ministries, Departments, Agencies, Universities, Associations, Management Development Institutes, Youth Groups, private sector amongst other stakeholders. We have participants from Kenya, South Africa, Kenya, South Sudan, Tanzania, Swaziland, Malawi, Namibia, Ethiopia, Malawi, and Uganda

Our Guest of Honour, Ladies and Gentlemen,

Finally, I wish to extend my sincere gratitude to Our Guest of Honor for Sparing time of his busy schedule to officially open this Conference. I too appreciate all of you for honoring us with your presence and commitment. I encourage you to learn by exchanging relevant knowledge and experiences consonant with the theme of the course. I equally once again thank all Institutions and individuals who have supported us to make this conference successful.

I wish you fruitful deliberations and look forward to interacting with you. THANK YOU.

Opening Address by Mgesi J. Machera, Vice Chairperson AAPAMYPN Tanzania at the Official Opening of AAPAM Young Professional Conference on 15th September 2014 at the Kenya School of Government, Nairobi

Ms. Anne Waiguru, Cabinet Secretary, Ministry of Devolution and Planning-Kenya;

Mr. Abdon Jok Nhial, AAPAM President;

Dr. Ludeki Chweya, Director General Kenya School of Government;

AAPAM Executive Committee;

My fellow YPN Members;

Invited Guests;

Ladies and Gentlemen;

ALL PROTOCOL OBSERVED;

GOODMORNING

I have honor this morning on behalf of my fellow AAPAM young professionals to thank AAPAM executive committee for preparing AAPAM Young Professional Network Conference of which we are witnessing today. It has been longed prepared and today it has turned out to be reality. These efforts need to be applauded! This kind of a network, where young Professionals from different African countries can meet and share their experiences and exchange ideas in leadership Management and Public Administration is auspicious indeed. Our sincere gratitude go to our leaders from whom delegates come from. They have made it possible for us to attend this conference and without them we couldn't have achieved the networking objectives that we are all enjoying today.

Your Excellences! May I take this opportunity to briefly describe AAPAM YPN which has been I existence for 9 years. Through Formation of AAPAM YPN which was established in 2006 as a major succession plan in the Africa's Public service; Young public servants are mentored and groomed to be future leaders in government institutions. African Association for Public Administration and Management (AAPAM) recognized that development of any country, whether in the private or public sector, heavily hinges on the link between the senior management and younger employees. The implementation of any public/civil service development agenda relies heavily on proper successive management which entails wholesome empowerment of the middle level civil servants, mainly consisting of the young

and youthful workforce. These middle managers are pivotal leaders, hence proper integration into the operation systems cannot be overlooked!

Your Excellency! Guest of Honor, Mr. President of the Republic of Kenya, distinguished guests, ladies and gentlemen; AAPAM established the Young Professionals Network (YPN) on the 4th of September 2006 as a Programme to cater for young professionals who had just joined the public/civil service. This network aims at inducting and fully integrating them into public administration and management as pivotal leaders of today and tomorrow alike. The Network intention is to forge a link between the older and more experienced public sector managers and the younger generations of public servants. This link is achievable through capacity building, networking and mentorship programmes, which are vital for maintaining continuity in the effective public service performance geared towards national goals of sustainable development. YPN members meet regularly at special session at AAPAM's Annual Roundtable Conference. In addition to the Annual Conference, YPN members also meet at the national chapter level and initiate programmes.

Objectives of YPN

Your Excellences! Young Professional Network has several objectives which cut across from facilitating activities that address the unique challenges faced by young professionals entering the public service by giving them the necessary skills, ethics, values and techniques that will mold them into highly respected professionals.

It also provides and maintains a forum for Young Professionals (YPs) coming from different countries, all over Africa, exchanging ideas, sharing experiences and best practices in public administration and Management.

It also enhances the possibility of greater inter-generational transfer and sharing of knowledge and experience between Young Professionals and senior delegates attending AAPAM's yearly Round Table Conferences. In addition to that it inducts knowledge and experiences to new members sponsored by the Commonwealth Fund for Technical Cooperation and nurture existing members into dedicated, committed and resourceful members of the AAPAM Chapters.

It Promotes research and facilitate dissemination of research findings on African administrative and management.

It seeks to ensure and achieve continuity in the deliberations/actions of Young Professionals.

Furthermore, it also seek to foster networking with other international institutions having similar objectives to those of AAPAMYPN.

Last but not least, it seeks to assist AAPAM in furthering its objectives and fostering creativity and innovativeness among AAPAMYPN members.

YPN Membership

Your excellences! There are criteria for being YPN member which include:

- Any individual below the age of 35, with less than 5 years of experience in the public/ civil service and whose profession and activities can help to contribute towards. achieving the objectives of the Network shall be eligible to join the Network.*
- High integrity and with strong public service values.*
- Individuals from an organization which is a corporate member of AAPAM, the organization may endorse individuals to the Network.*
- Individual members of AAPAM who demonstrate outstanding attributes but not affiliated to AAPAM Corporate members.*
- Any person sponsored by the Commonwealth Fund for Technical Cooperation or any other organization to attend any AAPAM Roundtable Conference shall automatically become a member of the Network.*

Leadership

Your excellences! YPN cut across all AAPAM country members in Africa and it has its structure which consists of an Executive Committee whose members are elected after every three years and may be re-elected into office for not more than 2 terms. Specific leaders includes Chairperson, Deputy Chairperson, 3 Members, a representative of the AAPAM Executive Committee and any other officer whose expertise might be necessary, to be coopted, as and when required. This team of leadership have the responsibilities to work together with the AAPAM Secretariat to determine the general direction of the network and have programs implemented and the objectives achieved after necessary consultations with the AAPAM Executive Committee.

Conclusion

Yours Excellence the President of Republic of Kenya, YPN would like to thank you personally for setting your time to come and officiate this event. Your presence clearly displays your passion and commitment to grooming young professionals who are pivotal leaders of today and tomorrow of our African countries.

As I wind up, let me state clearly that for us young professionals; the opportunity to serve is a chance to show and share our contributions to public administration in African countries and maintain AAPAM motto that goes.... to none we will perverse service, to none we will deny service and to none we will delay service.

Thank you all for your attention.

Republic of Kenya



Talking notes for the Principal Administrative Secretary, Directorate of Public Service Management in the Ministry of Devolution and Planning, Ms Juster Nkoroi, EBS

at The AAPAM Young Professionals Conference Closing Dinner on Wednesday, 17th September 2014 at Safari Park Hotel

Cabinet Secretaries present

Hon AAPAM President, Mr. Abdon Jok Nhial

Principal Secretaries present

CEOs and Heads of Departments present,

Invited Guests

Distinguished delegates

Ladies and gentlemen

The future of Africa's public administration and the reason why we are gathered here today,

Good evening,

Express gratitude for the invitation

I am delighted to have been invited to grace this auspicious event of the Young Professional's Conference on 'Leadership Game Changers; The Future of Africa's

Public Sector'. The joint hosting of this Conference by the Ministry of Devolution and Planning and AAPAM is a sign of our commitment to building the capacity of young public servants, whom as the theme rightly says, are the future of Africa's Public Administration.

State of public services

For centuries the public service has been haunted by the alleged misfortune of losing talented workforce; common sighted reasons for this exodus have included:

- a. lack of career progression,*
- b. lack of mentorship and*
- c. poor remuneration, among a host of reasons.*

One of the areas addressed during the conference was opportunities in public service. The presentation was two-fold, highlighting the opportunities available whilst challenging governments to play an active role in identifying, inducting and integrating talented workforce.

It is my sincere hope that this conference has given rise to a paradigm shift in the delegates' minds, as well as reinforced their pride as public servants.

During the opening ceremony, Our Guest of Honour, CS Devolution and Planning, Kenya urged delegates to take advantage of the opportunity presented to young professionals by various governments to contribute to national development by working in public service. In a bid to narrow down the gap between the experienced seasoned public servants, many African Governments have made commitments to include the younger generation into policy making and different facets of nation building as part of their succession management.

AAPAM's Contribution

I would like to thank the African Association for Public Administration and Management (AAPAM) for rightly setting the agenda for training of the young civil servants, as the implementation of every country's development agenda firstly, relies on the successful passing of the proverbial mantle from the experienced older generation to the younger generation; and secondly the ability, of the younger generation to translate this vision into progressive development oriented actions.

Our Government's commitment

We are committed to improving service delivery to citizens, in the spirit of prudent planning, building capacity of newly integrated public servants remains a key task, as the capacity of the public servants has a direct correlation to their output. The Republic of Kenya believes that competitiveness, not only at the local level but also at the international level, depends on ability to create and nurture a robust human resource base that would constantly be subjected to training; this practice ultimately improves work performance. The Ministry stands behind AAPAM's mission to promote professionalism, excellence and knowledge sharing in public administration as well as the concerted efforts to raise the skills of new public servants.

Way Forward

As we come to a close, allow me to task the African Association for Public Administration and Management (AAPAM) with the responsibility of developing programmes that will concentrate on succession and mentorship training of young professionals.

On behalf of the Ministry I would like to reiterate our commitment to AAPAM. As a best practice, I take this opportunity to urge interested parties to monitor and evaluate progress of delegates represented here today. It is my hope that knowledge shared during this conference will be put to good use in the overall career development.

Ladies and Gentlemen,

My encouragement to young professionals from across the continent is that there is a future in working as a public servant. You must however remember to develop personal integrity, be imaginative and work hard work for you to succeed.

Allow me to express my profound gratitude to the National Organizing Committee comprised of officers drawn from the Directorate of Public Service Management and the Youth Directorate from the Ministry of Devolution and Planning, AAPAM, KSG, Brand Kenya, Teachers' Service Commission, Public Service Commission, Kenya Police Service, Ministry of Interior and Coordination of National Government; and Ministry of Foreign Affairs for all their hard work and commitment to ensuring this

conference succeeds. It is needless to say that we would not have been here if it was not for their hard work.

I also take this opportunity to thank all ministries and counties from Kenya that have participated in this Conference. Without you the Conference would not have been as great!

Finally, I would like to express my sincere gratitude to the governments of the countries who heeded to our call. These are: South Africa, South Sudan, Tanzania, Uganda, Malawi, Namibia, Ethiopia, Swaziland...and the host country Kenya. AAPAM and the Ministry made a deliberate decision to request governments in Africa to nominate and sponsor young professionals who espoused public service values and portrayed the capacity and qualities to be the future of Africa's Public Administration.

Ladies and Gentlemen, I am honored to be in the midst of the selected ones, I believe greatness is in our midst.

I wish you safe travels as you travel back to your respective countries

Asante sana.



Sunday 14th September 2014		
Arrival of Delegates		
2.00 – 6.00 p.m.	Registration	
Monday 15th September 2014		
8.00 – 9.00 a.m.	Late Registration	
9:00 - 10.30 a.m.	OPENING CEREMONY	
	Master of ceremony	
	<ul style="list-style-type: none"> • Mr. Samuel Macharia 	
	Delegates and invited guests seated (Entertainment)	
	Arrival of guests of Honor	
	Kenya National Anthem	
	Welcome Address- Dr. Ludeki Chweya, CBS K.S.G Director General	
	YPN Representative - Juma Mgesi , Tanzania Vice-Chair AAPAMYPN, Tanzania Chapter	
Sponsors* one representative		
	Hon. Abdon Jok Nhial -AAPAM President	
10.30 – 11.00 a.m.	Hon. Ann Waiguru, OGW - Cabinet Secretary, Ministry of Devolution and Planning, Kenya officially opens the AAPAMYPN International Conference	
11.00 – 11.30 a.m.	Tea Break / Photo Session(Entertainment, Exhibitions and Interviews, media release - a documentary will be shot throughout the conference)	
11:30- 12:30 p.m.	Key Note Address: 21st Century Public Officer <ul style="list-style-type: none"> • Mr. David Walugemb'e - Research Fellow and Project Manager, Knowledge Translation Network Africa, Makerere University School of Public Health, College of Health Sciences, Kampala Uganda 	Session Chair: Mr. Titus Ndambuki, AAPAM Vice-President East -Africa
12:30- 1:00 p.m.	Discussion (Role of YPN in 21st Century Public Administration/ Resolution)	

1:00 – 2:00 p.m.	Lunch Break	
2:00 – 3:00 p.m. (Main session)	Theme 1: Public Administration in Africa <ul style="list-style-type: none"> • Dr. Faisal Issa - Regional Administrative Secretary for Kilimanjaro Management, Tanzania. • Mr. Sebastian Bigabwenkya -Uganda Institute of Management, Uganda. 	Mr. Titus Nkosi , Department of Public Service and Administration, South Africa
3.00 – 4.00pm Break away session 1	Theme 4: Public Private Partnership <ul style="list-style-type: none"> • Mr. Tom Onguru -Technical Head of OPI, Kenya Institute of Management , Kenya • Mr. Kaara Wainaina- External Affairs Expert, , Public Private Partnership Unit, Kenya National Treasury 	Agnes Gatere , Teachers service Commission, Kenya
Break away session 2	Theme 6: The Gender Question in Upward Progression <ul style="list-style-type: none"> • Elizabeth Owendi- Ministry of devolution and Planning, Kenya • Muthoni Gachire- Kenya School of Government Nairobi • Mr. Sibusiso Jere – Deputy Director Policy- Office of the President and Cabinet, Malawi 	Dr. Nura Mohamed - Ag. Director Kenya School Government Nairobi
4:00- 4:30 p.m.	Tea Break	
4.30 – 5.30 p.m.	Theme 7: Personal Branding for a Public Officer <ul style="list-style-type: none"> • Dr. Purity. K. Gitonga -Ethics and Anti-Corruption Commission, Kenya • Dr. Florence Kithinji- Kenya School of Government, Nairobi 	Mr. Sebastian Bigabwenkya -Uganda Institute of Management, Uganda
5:30pm	Break for the day	
Tuesday 16th September 2014		
8:15 – 9.00 a.m.	Theme 2: Public Service Career: Opportunities, Qualities and Competencies <ul style="list-style-type: none"> • Dr. Nura Mohamed- Ag. Director Kenya School Government Nairobi • Ms. Angeline M. Ungelle- Human Resource Officer , Tanzania 	Mr. Norman Orwa , Kenya School of Government, Mombasa
9:00- 9:30a.m.		Discussions

9:30 – 10:30 a.m.	Delegates Re-assemble according to regions Countries to discuss presentations based on country Visions.	Swaziland
10.30 – 11:00 a.m.	Discussion	
11.00 – 11.20 a.m.	Tea Break	
11.20 – 12.00pm	<p>Theme 3: Re- Engineering Public Service to Leverage the Benefits of Regional Integration</p> <ul style="list-style-type: none"> • Mr. Peter Nthigah, Management Consultant and Trainer, Kenya • Mr. Titus Nkosi, Assistant Director: Department of Public Service and Administration, South Africa • Mr. Martin Muhereza - Uganda Management Institute Uganda 	Amos Langael Nnko, Muhimbili University Health and Applied Sciences, Tanzania
12.00- 12:30 p.m.	<p>Motivational Address</p> <p>Dr. Wale Akinyemi – Chief Transformation Officer, Powertalks</p>	Mr. Samuel Macharia , Kenya Institute of Management.
12:30- 1:30 p.m.	<p>Informal session</p> <ul style="list-style-type: none"> • YPN, membership, YPN Policy, Way forward for YPN. 	Mr. G. K. Scott AAPAM Secretary General
1.30 – 2.30 p.m.	Lunch Break	
2.30 – 3.15 p.m.	<p>Brief Presentations on Country Vision</p> <ul style="list-style-type: none"> • East Africa (Vision 2020 Tanzania, Vision 2030 Kenya, Vision 2025 Rwanda, Vision 2025 Burundi, Republic of South Sudan one year after independence) • Southern Africa • West Africa • Central Africa • North Africa 	Mr. Waweru Kamau , Chief Economist, Kenya

3.15 – 4.00 p.m.	Theme 5: Harnessing ICT To Drive Innovations and Initiatives in The Public Sector <ul style="list-style-type: none"> • Festus Kitui - ICT Manager Kenya School of Government. • Elida Reci- Public Administration and Governance Officer e-Government Branch Division for Public Administration and Development Management Department of Economic and Social Affairs United Nations- via skype 	Mr. Mashamba Khanitsha , Department of Public Service and Administration, South Africa
4.00 – 4.20 pm	Tea Break (M&E YPN Conference and Programme)	
4:20 – 5:00 pm	Young Game Changes <ul style="list-style-type: none"> • Fredick Haga -Senior Assistant Director of Education, Ministry of Education, Science and Technology, Kenya. 	Mr. Samuel Kipyego , Kenya School of Government
Wednesday 16th September 2014		
8.00 –8.30a.m.	Departure for study Tours / Excursions	NOC
8:31am- 3:00 pm	Study Tours / Excursions	NOC
3:30- 6:00 pm	Arrival to hotel rooms and Preparation for Dinner	NOC
6:00- 6:30 pm	Departure to Dinner Venue	NOC
Thursday 16th September 2014		
	Departure	

APPENDIX IV

DELEGATES LIST

KENYA

1. Stella Kiunga
Ministry of Interior and National Government
Address: P.O Box 30191-00100 Nairobi
Email: stellakage@yahoo.co.uk
Tel: 0724 787387
2. Waweru Kamau
Public Service Management
Address: P.O Box 1303-00900 Kiambu
Email: wkamau@gmail.com
Tel: 0733 780708
3. Judith Onyango
Ministry of Devolution
Address: P.O Box 30005 - 00100 Nairobi
Email: jonyango@yahoo.com
Tel: 0733 947783
4. Pamela Kiarie
County Ex. Committee Member,
Culture & Social Services, Embu County
Email: pameladestiny1@gmail.com
Tel: 0734 943788
5. Albert Oisebe
Sub - County Administrator,
Administration, Kisii County Govt
Email: albert.oisebe@yahoo.com
Tel: 0733 240 396
6. Caroline Mutua
C.O III Youth,
Gender & Sports - Mombasa County
Address: P.O Box 90440, Mombasa
Email: carolmutua80@yahoo.com
Tel: 0729 921 051
7. Charity Odhiambo
Senior HRM Officer,
Public Service Commission
Address: P.O Box 30095 - 00100 Nairobi
Email: odhiambo@publicservice.go.ke
Tel: 0710 761 644
8. Getrude Mwashighadi Mzera
Deputy Sub-County Administrator,
Administration, Taita Taveta County Gov
Address: P.O Box 1066 -80304, Wudanyi
Email: voisubcount@gmail.com
Tel: 0725 970 952
9. Vincent Sutei
Economist, DPSM,
PSD, Ministry of Devolution and Planning
Address: P.O Box 30005 - 00100 Nairobi
Email: suteivng@yahoo.com
Tel: 0727 595 731
10. Amos Chorwoni Ngetich
Nurse, Nandi County
Government, Ministry of Health
Address: P.O Box 30016
Email: ngetich84@yahoo.com
Tel: 0700 111 25

11. Lameck Kayalo
S.I.O, Interior &
Co-ordination of National Govt.
Address: P.O Box 30510 - 00100,
Nairobi
Email: lameckayalo@yahoo.co.uk
Tel: 0721 856 099
12. Kennedy Momanyi Ombati
Principal Economist,
County Planning Unit, Kisii County
Address: P.O. Box 4550-40200 Kisii
Email: ombatikennedy@gmail.com
Tel: 0715 470402
13. Henry Mbaka
Deputy Director, Administration,
Kisii County
Address: P.O. Box 4550-40200 Kisii
Email: henrymbaka@gmail.com
Tel: 0722 768147
14. Fred Nyasimi
Director, Strategy Delivery and
Project Management, Economic
Panning & Administration, Kisii
County
Address: P.O. Box 4550-40200 Kisii
Email: nyasimifredd@gmail.com
Tel: 0722 691908
15. Abeid Hamisi
Sub - County Administrator,
Administration
& Devolution, Taita Taveta County
Govtment
Address: P.O. Box 1066-80304
Wundanyi
Email: ahamisii@gmail.com
Tel: 0722 656946
16. James Mutinda
ICT Lecturer, Devolution and
Planning, KSG-Embu
Address: P.O. Box 402-60100 Embu
Email: P.O. Box 402-60100 Embu
Tel: 0725 719129
17. Sammy Gimoi
Assistant Manger Telecoms
ICT, Postal Corporation of Kenya
Address: P.O. Box 34567-00100
Nairobi
Email: sgmoi@posta.co.ke
Tel: 0722 996849
18. Lucy Kemunto Angwenyi
Human Resource Manager,
HR,Postal Corporation of Kenya
Address: P.O. Box 34567-00100
Nairobi
Email: lukemto@yahoo.com
Tel: 0723 639186
19. Josiah Wanyama
Member, County Public Service
Board,
Busia County
Address: P.O. Box Private Bag Busia
Email: jmwanyama@gmail.com
Tel: 0717 666267
20. Daniel Maina
Chief ICT Officer, Finance
& Planning, Public Service
Commission
Address: P.O. Box 30095-00100
Nairobi
Email: dmaina@publicservice.go.ke
Tel: 0720 090098

21. Mohamed Noor
Accountant, Accounts,
National Authority for Campaign
Against Drugs & Alcohol
Address: P.O. Box 10774-00100
Nairobi
Email: mohamed@nacada.go.ke
Tel: 0717 370494
22. Shelmith Wairimu Ndung'u
Programs Officer, NACADA Officer
Address: P.O. Box 10774-00100
Nairobi
Email: shelmith@nacada.go.ke
Tel: 0722 641111
23. Dido Gayatu
Senior Communications Officer,
Communication, Public Procurement
Oversight Authority
Address: P.O. Box 58535-00200
Email: dguyatu@ppoa.go.ke
Tel: 0722 962681
24. Christine Njeru
Accountant, Finance, Public
Procurement Oversight Authority
Address: P.O. Box 58535-00200
Email: siskristin@yahoo.com
Tel: 0720 7131719
25. Festus Maunda
Records Management Officer,
Policy & Research, PPOA
Address: P.O. Box 58535-00200
Email: fmaunda@ppoa.go.ke
Tel: 0725 934642
26. Richard Mutua
Senior Auditor, International
Audit Department, National Treasury
Address: P.O. Box 30007-00100
Nairobi
Email: mutuanthenge@yahoo.com
Tel: 0726 232649
27. Solomon Thuo Ngachu
Accountant General, The National
Treasury
Address: P.O. Box 30007-00100
Nairobi
Email: diananganga@yahoo.com
Tel: 0723 508542 / 0736017800
28. Kevin Asuga
Reporter, Administration,
Ministry of Devolution & Planning
Tel: 0726 408373
29. David Musili
Governor's Office, Kitui
County Government
Address: P.O. Box 33-90200 Kitui
Email: musilidavie@yahoo.com
Tel: 0727 797727
30. Joshua Muthangya
ICTO, ICT, Teachers Service
Commission
Email: joshuamututriangya@gmail.
com
Tel: 0722 474204
31. Maureen Milgo
ICT Assistant, Information
Technology, Nairobi Water Company
Email: maureenmilgo@gmail.com
Tel: 0723 915316

32. Abigael Odhiambo
Account, Accounts & Finance
Kenya School of Government
Address: P.O. Box 23030-00604
Email: Abigael.odhiambo@ksg.ac.ke
Tel: 0716 601901
33. Halima Hassan Kimandi
Accountant , MIS,G.O.K
Address: P.O. Box 16569 Mombasa
Email: umazimima@gmail.com
Tel: 0724 692337
34. Martha Ndinya
Finance Officer, Ministry of
Information
Address: P.O. Box 30025-00100
Nairobi
Email: marthandinya@gmail.com
Tel: 0728 023494
35. Agnes Gatere
Deputy Director SCMS,Finance,TSC
Address: Private Bag 00100 Nairobi
Email: agnesgatere@gmail.com
Tel: 0721 214809
36. Flora Mutua
Management Consultant ,
Directorate of Public Service
Management,
Ministry of Devolution & Planning
Address: P.O. Box 30050-00100
Nairobi
Email: ndukum713@gmail.com
Tel: 2547 29267999
37. Muthoni Njagi
Procurement Officer,Procurement,KSG
Address: P.O. Box 26898-00504
Email: muthoni.njagi@ksg.ac.ke
Tel: 0724 202663
38. Robert Tonui
Assistant Director of HRD,
Human Resource Management,
Ministry of Devolution & Planning
Address: P.O. Box 30050-00100
Nairobi
Email: rembengot@yahoo.com
Tel: 0722 603377
39. Joseph Mutwiri
Customer Care Officer,
Administration,Teachers Service
Commission
Address: Private Bag Nairobi
Email: josemutwiri@yahoo.com
Tel: 0722 552638
40. Denis Sirere
Senior ICT Officer,
Administration,Teachers Service
Commission
Address: Private Bag, Nairobi
Email: delphinkp@gmail.com
Tel: 0721 625790
41. Monica Ndui
Finance Office, Teachers Service
Commission
Address: Private Bag, Nairobi
Email: monlca.ndui@tsc.go.ke
Tel: 0724 845437
42. Catherine Kinyua
Accountant, Teachers Service
Commission
Address: Private Bag, Nairobi
Email: ctacwa@gmail.com
Tel: 0728 652700

43. Elizabeth Wanyanga
 Snr. Admin. Officer, Teachers Service Commission
 Address: Private Bag, Nairobi
 Email: easito@yahoo.com
 Tel: 0721 45741
44. Antonina Lenroijoni
 Staffing Officer - Teachers Service Commission
 Address: Private Bag, Nairobi
 Email: natekulindaa@yahoo.com
 Tel: 0710 461386
45. Florence Kithinji
 HOD, Research, Consultancy & Policy Analysis
 Address: Box 23030 - 00604, Nairobi
 Email: florence.kithinji@ksg.ac.ke
 Tel: 0722 474551
46. Janet Kipchoge
 Senior Human Resource Officer,
 Devolution & Planning
 Address: Box 30050-00100, Nairobi
 Email: chavuyah@yahoo.com
 Tel: 0713 039775
47. Edwin Angima
 Coordinator-Commercial - City Water & Sewerage Co.
 Address: Box 30656-00100, Nairobi
 Email: eangima@nairobiwater.co.ke
 Tel: 0721 372895
48. Prudence Sanga
 Youth Officer, Ministry of Devolution & Planning
 Address: P.O. 1-80105, Kaloleni
 Email: pkwe@gmail.com
 Tel: 0725 364977
49. Anne Owuor
 Commissioner, Salaries & Remuneration Commission
 Address: P.O. Box 4312-00100, Nairobi
 Email: anneeowuor@yahoo.com
 Tel: 0722-267399
50. Ojango Omumu
 Chief Executive Officer,
 Administration,
 National Police Commission
 Address: P.O. Box 2618-00202 Nairobi
 Email: jomumuenpsc.go.ke
 Tel: 0722 462485
51. Karen Kagwiria
 Youth Officer, Directorate of Youth Development,
 Ministry of Devolution & Planning
 Address: P.O. Box 703-60200 Meru
 Email: karenkiogora@gmail.com
 Tel: 0720 243667
52. Lucas Ochieng Ogutu
 Senior, Directorate of Youth Development,
 Ministry of Devolution & Planning
 Address: P.O. Box 12-30205 Matunda
 Email: luccogutu@yahoo.com
 Tel: 0724 741433
52. Beatrice Ochoki
 Sub-County Administrator,
 Administration, Stakeholders Management & Corporate Services
 Address: P.O. Box 4550-40200 Kisii
 Email: ochokiba@gmail.com
 Tel: 2547 1165903

53. Teresiana Missik Jepkoech
Ward Administrator, Public
Administration, Nandi County
Address: P.O. Box 802-30300
Kapsabet
Email: teresianamissik@gmail.com
Tel: 0724 347699
54. Bunnett Adagi
PA & Youth Liaison Officer,
Youth, Gender & Sports, Mombasa
County
Address: P.O. Box 90440-8100
Email: bunnettadagi@gmail.com
Tel: 0723 649890
55. Tabitha Kimathi
Sub County ICT Officer, Country
Ministry of Trade Industry ICT & Co-
operatives,
Kitui County
Address: P.O. Box 5198-00506 Kitui
Email: tabitha.kimathi@kitui.go.ke
Tel: 0723 867810
56. Raphael Kuria
Geophysicist, Geo-exploration,
Ministry of Energy and Petroleum
Address: P.O. Box 78314-00507
Nairobi
Email: raphaelkkuria@gmail.com
Tel: 2547 21794922
57. Geoffrey Kihara
Engineer, Renewable Energy &
Petroleum
Address: P.O. Box 30682-00100
Nairobi
Email: mkihara@energy.go.ke
Tel: 0722 684191
58. Ronald Kipkoech Ketter
Engineer II, Electorical Power
Development,
Ministry of Energy and Petroleum
Address: P.O. Box 50448-00100 GPO
Nairobi
Email: ronlos7@gmail.com
Tel: 0728 71367
59. Lucy Vike
Lecturer, Training,
Kenya School of Government
Address: P.O. Box 91 Kabarnet
Email: lucy.vike@ksg.ac.ke
Tel: 0725 764739
60. Evelyn Mathuki
Lecturer, Training,
Kenya School of Government
Address: P.O. Box 84027-80100
Mombasa
Email: evelyn.mathuki@ksg.ac.ke
Tel: 0700 065603
61. Kipyego Samwel
Lecturer, Training, Kenya School of
Government
Address: P.O. Box 31 Matuga
Email: samwel.kipyego@ksg.ac.ke
Tel: 0720 777703
62. Lucy Ndung'u
Lecturer, Research & Consultancy,
Kenya School of Government
Address: P.O. Box 31-80460 Matuga
Email: lucy.ndungu@ksg.ac.ke
Tel: 0723 840461
63. Erick Toromo
Library Assistant I, Academics,
Kenya School of Government
Address: P.O. Box 91-30400 Kabarnet
Email: eric.toromo@ksg.ac.ke
Tel: 0722 918883

64. Beatrice Bore
Admin & HR Assistant, Admin & HR,
Kenya School of Government
Email: bore@ksg-eldi.ac.ke
Tel: 0723 927077
65. Festus Kitui
ICT Manager, ICT, Kenya
Email: kituif@gmail.com
Tel: 0722 536984
66. Fridah Ngina Kasiati
Clerical Officer, Supply Management,
Kenya School of Government
Address: P.O. Box 402-60100 Embu
Email: faridahkasiah@yahoo.com
Tel: 0729 674499
67. Emily Njuki
County Executive Secretary,
Youth Empowerment and Sport
Address: P.O. Box 36-60100 Embu
Email: emily.njuki@embu.go.ke
Tel: 0725 378536
68. Susan Lwembe
Information Officer, Information,
Ministry of Information,
Communication & Technology
Address: P.O. Box 847 Kisumu
Email: suelwembe@gmail.com
Tel: 0721 780359
69. Ernest Oresi
Assistant Programme Director,
Directorate of Public Service
Management,
Kenya, Ministry of Devolution &
Planning
Address: P.O. Box 27720-00100
Email: emoresi@yahoo.com
Tel: 0721 862542
70. Fredrick Kikonyo Mulyungi
ICT Officer, Trade, Industry, ICT &
Co-operatives,
Kitui County Government
Address: P.O. Box 33-90200 Kitui
Email: ghiksfred@yahoo.com
Tel: 0727 437551
71. Narman Orwa
Lecturer, Kenya School of
Government
Address: P.O. Box 84027-80100
Mombasa
Email: orwa@ksg.ac.k
Tel: 0720 221960
72. Daniel Maweu Wambua
Supply Chain Management,
Public Procurement Directorate,
The National Treasury
Address: P.O. Box 30007
Email: maweudan@yahoo.com
Tel: 0721 683483
73. Jacqueline Adyang
Public Communication Officer,
Administration, Ministry of
Devolution and Planning
Email: adyangi@yahoo.com
Tel: 0722 440691
74. Florence Mugendi
Ag. Deputy Director,
Communication, Ministry of
Devolution
75. Purity Gitonga
Deputy Director, Kenya Leadership
Integrity Forum, Ethics and Anti-
corruption Commission
Email: pkgitonga@yahoo.com
Tel: 0722 843911

76. Erick Bosire
Photojournalist, Administration,
Ministry of Devolution & Planning
Tel: 0722 221708

77. Brian Kochwa
Ministry of Devolution
Tel: 0727 405979

78. Tom Onguru
Head of OPI Marketing, KIM
Address: P.O. Box 43706-00100
Nairobi
Email: tonguru@kim.ac.ke
Tel: 0700 116599

LESOTHO

79. Makamase Khalane
Human Resource Manager,
Ministry of Health-Lesotho
Address: P.O. Box 514 Maseru 100
Email: khalanes@webmail.co.za
Tel: 2665 8923453

MALAWI

80. Jere Sibusiso
Deputy Director Policy, Human
Resource Management and
Development,
Malawi Public Service
Address: P.O. Box 30227 Lilongwe
Email: sibusisojere@yahoo.co.uk
Tel: 2650 888307577

81. Frank Tisu Kalowamfumbi
Principal Administrative Officer,
Administration, Office of the President
& Cabinet -Malawi
Address: Private Bag 301 Lilongwe 3
Email: kalowamfumbi@gmail.com
Tel: 0026 5999474755

SOUTH AFRICA

82. Nandululeka Msibi
Assistant Director ,International
Cooperation Programme,
Department of Public Service
Management
Email: NonkululekoM@dpsa.gov.za
Tel: 277 96981355

83. Thiemba Nkosi
Administrator, Department of
Public Service &
Administration, DPSA
Address: 116 Johannes Ramokhoase
Street, Pretoria 0001 RSA
Email: themban@dpsa.gov.za
Tel: 082 9031386

84. Titus Nkosi
Deputy Director, Research and
Analysis, DPSA
Address: Private Bag 916 Pretoria
0001
Email: Titus.Nkosi@dpsa.gov.za
Tel: 0798 445710

85. Mabu Mokgalapa
Assistant Director: Department of
Public Service and Administration,
DPSA
Address: Private Bag 916 Pretoria
0001
Email: MashambaK@dpsa.gov.za
Tel: 0820 581134

86. Bernadette Yiga
Admin/ DPSA
Address: Private Bag 916 Pretoria
0001
Email: Bernadettey@dpsa.gov.za
Tel: 0760 214171

87. Mashamba Khanitsha
Remuneration and Market
Analysis, Labour, DPSA
Address: Private Bag 916 Pretoria
0001
Email: MashambaK@dpsa.gov.za
Tel: 012 336 1153

88. Chairmaine Gumede
Principal Personnel Officer, DPSA
Address: Private Bag 916 Pretoria
0001
Email: charmaine.gumede@dpsa.gov.
za
Tel: 086 612 9053

89. Kelebogile Mpudi
ASD:IT Service Desk,
Office of the Public Service
Commission
Address: Private Bag X121 Pretoria
0001
Email: kelebogilem@opsc.gov.za
Tel: 2783 6094810

90. Phlimlani Tembe
Deputy Director,
Office of the Public Service
Commission (opsc)
Address: Private Bag X121 Pretoria
0001
Email: phumlanit@opsc.gov.za
Tel: 0123 521173

91. Busisiwe Kasana
Assistant Director,
Public Service Commission
Address: Private Bag X121 Pretoria
0001
Email: Busisiwek@opsc.gov.za
Tel: 0714 057380

92. Joseph Mautlwa
Assistant Director, Public Service
and Administration, Public Service
Commission
Address: Private Bag X121 Pretoria
0001
Email: Lebogangme@opsc.gov.za
Tel: 0810 211537

SWAZILAND

93. Nhlanhla Sonboy Mnisi
Principal Human Resource Officer,
Human Resource Development
-Training,
Ministry of Public Service Swaziland
Address: P.O. Box 170 Mbabane
Email: mnisinhlahla@hotmail.com
Tel: 2687 6155830

94. Patty Langwenya
Principal Human Resource Officer,
Ministry of Public Service Swaziland
Address: P.O. Box 170 Mbabane
Email: angwenyap@yahoo.com
Tel: 2687 6062711

95. Cebile Amanda Nhlabatsi
Principal Human Resource Officer,
Staffing & Compliment Control,
Ministry of Public Service
Address: P.O. Box 170 Mbabane
Email: cebile.nhlabatsi@gmail.com
Tel: 2687 6053280

TANZANIA

96. Angelina Ungele
Human Resource Officer,
Administration and
Human Resource Management,
Ministry of Livestock and Fisheries
Development
Address: P.O. Box 9152-15487 Dar es
Salaam
Email: tereungele@hotmail.com
Tel: 2557 87676745
97. Lucy Mtegele
Human Resource Officer,
Administration, Registrar of Political
Parties
Email: mtegelelucy@yahoo.com
Tel: 2557 63437354
98. Balbina Ernest
Senior Administrative Officer,
Administration and Human Resource
Management,
Ministry of Livestock and Fisheries
Address: P.O. Box 9152-15487 Dar es
Salaam
Email: bmrutu@yahoo.com
Tel: 2552 22861908
99. Faisal Issa
Regional Administrative Secretary,
Prime Minister's Office, Regional
Administration and Local Government
Address: P.O Box 3070 Moshi
Email: aanogaror@yahoo.com
Tel: 255 755948808
100. Tumaini Michael
Human Resource Officer,
Administration and
Human Resource Management,
National Audit of Tanzania
Address: P.O. Box 9080 Dar es Salaam
Email: abiesmom2008@gmail.com
Tel: 2557 54581310
101. Ghati Chacha
Human Resource Officer, Admin
and HR Dept. PO-psrb
Address: P.O.Box 1697 Dar es Salaam
Email: cghati@yahoo.com
Tel: 255 713 792929
102. Mgesi Juma
Human Resource & Administrative
Officer,
Human Resources Development &
Administration
Address: P.O. Box 18000 Dar es
Salaam
Email: mgesichuma@gmail.com
Tel: 2557 59090609
103. Gloria Kaaya
Senior Human Resource Officer,
Human Resource and Administration,
Tanzania Food and Drugs Authority
Address: P.O. Box 77150 Dar es
Salaam
Email: gloria.kaaya@tfda.or.tz
Tel: 255 655 850070
104. Edward Katumba
Human Resource Officer, Business
Support,
Weight and Measures Agency
Address: P.O. Box 313 Dar es Salaam
Email: katumba@wma.go.tz
Tel: 255 754 871770

UGANDA

105. Martin Muhereza
Lecturer, IEDS, UMI
Email: muhereza@yahoo.com
Tel: 0256 782431423
106. David Walugembe
Research Fellow, Makerere University
School of Public Health
Address: P.O. Box 7072
Email: dwalugembe@gmail.com
Tel: 2567 81531797
107. Sebastian Bigabwenkya
Senior Lecturer /Consultant,
Human Resource & Organizational
Studies,
Uganda Management Institute
Address: P.O. Box 20131 Kampala
Email: bigabwa@hotmail.com
Tel: 2567 72490070

Organizing Committee

1. Simon Angote, OGW
Director DPSM/Chairperson
Ministry of Devolution and Planning
2. G.K. Scott
Secretary General AAPAM
3. Jane Maragwa
Ministry of Devolution and Planning
4. Leah Munyao
KSG/Director Academic Affairs
5. Halima S. Aden
KAPAM/KSG
6. Jessica Omundo
Programme Officer AAPAM
7. Angela Mukiri
KAPAM/KSG
8. Julie Muia
Programme Assistant AAPAM
9. Elizabeth Muia
Research and Consultancy Assistant
AAPAM
10. Caroline Kiget
Public Service Commission

11. Nancy Murega
Interior and Coordination of National
Government
12. Samwel Kumba
KSG
13. Faith Musoga
KSG
14. Jemmiah Karuru
Directorate of Youth Affairs
15. Richard Krop
Brand Kenya
16. Isaiah Othiambo
Police Headquarters
17. Joseph Odipo
Police Headquarters
18. Geoffrey O. Okinda
Teachers Service Commission
19. Gerado Akumu
Finance and Administration Officer
AAPAM
20. Stephen Wambua
Ministry of Devolution and Planning
DPSM
21. Margaret Muia

REPUBLIC OF KENYA



The Presidency
Ministry of Devolution and Planning

AFRICAN ASSOCIATION FOR
PUBLIC ADMINISTRATION AND
MANAGEMENT (AAPAM)



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