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SECRETARY GENERAL

Dr. George Kojo Scott

WHAT IS AAPAM

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

WHO ARE MEMBERS OF AAPAM

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

CATEGORIES OF AAPAM MEMBERSHIP

AAPAM Membership consists of four categories:

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

WHAT ARE THE BENEFITS FOR MEMBERS?

All paid up members receive the following services and products:

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

AAPAM COUNCIL

All Executive Committee Members

All Chairpersons of National Chapters

Representative of Individual Members

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

Representatives of Corporate Members

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

From the President



Dr. Roland Msiska

AAPAM PRESIDENT

Dear Esteemed Members, Happy New Year greetings from African Association for Public Administration and Management (AAPAM) Executive Committee, Council and Secretariat, we send you good tidings of joy and prosperity for the year 2018. It is my distinct pleasure to bring you the 82nd Newsletter edition, as it has been our tradition, this newsletter details the activities, plans and programmes.

Friends, I wish to begin by thanking all of you who joined us at the 38th Roundtable Conference in El Jadida, Kingdom of Morocco as we discussed management of national resources in conformity to continental and global development aspirations. This conference was hosted in collaboration Ministry of Civil Service and Modernization of Administration, under the high patronage of His Majesty King Mohammed IV of Morocco. I believe that all those who attended gained immensely from the conference programs and activities.

I am also pleased to announce that AAPAM has developed a 5-year Revenue Mobilization Plan (RMP). The plan highlights synergies that will be created to collate AAPAM resources so as to assure the mandate of professionalizing public administration by knowledge sharing is actualized. The RMP also adopts strategic homegrown solutions to optimize resource sustainability.

In this edition, read more about the School of Public Management and Administration (SPMA)- University of Pretoria's 10th Annual International Conference on Public Administration programme where AAPAM Secretary General Dr. Scott delivered a presentation on key theoretical perspectives of public administration and how these perspectives could be applied to enhance the functioning of public administration. We are grateful to the Director, Prof. Margaret Chitiga-Mabugu who extended courtesies to AAPAM. We continue to encourage

partnerships with research-based organizations such as Universities and Management Development Institutions (MDIs).

AAPAM was privileged to participate in the Symposium on Governance for Implementing the Sustainable Development Commitments in Africa held from 11th to 13th December 2017 at the United Nations Economic Commission for Africa, Ethiopia. The symposium was organized by the United Nations Department of Economic and Social Affairs (UNDESA), United Nations Development Programme (UNDP), United Nations Institute for Training and Research (UNITAR) and the Organisation Internationale de la Francophonie (OIF). This edition likewise shares with you the discussions on how governments could integrate the Agenda 2063, SDGs and other relevant international agreements into their national planning processes, policies, strategies and public institutions as reflected in the symposium

In October 2017 AAPAM participated in the United Cities and Local Governments of Africa (UCLG-Africa) validation workshop of the Regional Information and Knowledge Resource Centres (RIKRCs) study in Arusha, Tanzania. The forum focused on the establishment of regional resources centers in the Eastern, Southern and West Africa regions. These centres will act as a reservoir for information and knowledge resources for stakeholders in Local Governments. We will continue to provide more information on the development of the Executive Master course in public administration.

Since 2015, AAPAM in partnership with the Canadian Bureau for International Education (CBIE), Institute of Public Administration of Canada (IPAC) and the Canadian Association of Programs in Public Administration (CAPPA) have been conducting the African Leaders of Tomorrow (ALT) Scholarship Programme, funded of the Department of Foreign Affairs, Trade and Development (DFATD) and the MasterCard Foundation. I am glad to announce that the first class graduated in 2017. The class of 2017 comprised of seven exceptional young men and women ready to contribute to the development of the continent. Read about their Canadian study experience and the research finding that emanated from this programme. We welcome back the returning graduates and wish all the aspiring ALT scholars best of luck.

In our 'Healthier you' segment, we focus on workplace safety. This article gives insights into staff-oriented policies that focus on creating a conducive work environment for all employees. This article is especially important in creating work safety awareness to promote the overall wellbeing of employees. The article rightly deduces that safety starts at the individual level.

I continue to encourage you to enlist your participation in AAPAM's other professional courses in 2018 including; the Regional conference in collaboration with the Administrative Staff College of Nigeria (ASCON) from 28th May to 1st June 2018. The African Public Service Day (APSD) celebration hosted by the Kingdom of Morocco 20th -23rd June 2018. Promoting peaceful and inclusive societies: the role of public administration and management seminar in collaboration with National Institute of Public Administration (NIPA), Zambia from 15th to 17th August 2018. and the Citizen participation and inclusivity seminar in South Africa in September 2018.

I wish to remind you all that the AAPAM 39th Annual Roundtable Conference will be hosted by Government of Botswana in Gaborone, this November under the theme *Innovation, resourcefulness, integration and inclusivity; fundamentals for the transformation of Governance and Public Administration in Africa to achieve the Agenda 2063 and Sustainable Development Goals*. This 2018 conference will feature the Innovative Management Awards, Gold Award and Election of AAPAM Executive Committee and Council. Keep visiting the website for more information on the conference.

Allow me to congratulate Prof. Margaret Kobia and Mrs. Bridget Katsriku who were recently appointed members of the United Nations Committee of Experts on Public Administration (CEPA). Furthermore we applaud Prof. Kobia on her appointment as Cabinet Secretary in the Ministry of Public Service, Youth and Gender, Kenya. AAPAM wishes them, and all other AAPAM members venturing up the ladder nationally, continentally and globally in fostering development, all the best.

I encourage you to read on, page after page and keep abreast with the news within the public administration and management realms.

AAPAM 38th Annual Roundtable Conference - El, Jadida, Kingdom of Morocco.

By Clifford Ogotu - AAPAM Research and Consultancy Assistant



A section of the delegates at the AAPAM 38th RTC following plenary presentations

Over the years, AAPAM Roundtable conferences have grown to be one of Africa's premier events foundational to public administration and management in the continent and beyond. The conferences have registered not only an increase in the number of participants but also an upsurge in activity critical to fostering development in Africa.

The African Association for Public Administration and Management (AAPAM) held its 38th Round-table Conference (RTC) from 6th to 10th November 2017 at Magazan Beach & Resort, in El, Jadida, Kingdom of Morocco. The conference held under the theme

“ *A Transformed Leadership: Managing Natural Resources to achieve the Objectives of African Union Agenda 2063 within the Context of the Sustainable Development Goals* ”

The conference was co-hosted by AAPAM and Government of the Kingdom of Morocco *under the High Patronage of His Majesty King Mohammed VI*. This was the second time in a span of three years that the Government Kingdom of Morocco through its Ministry of Civil Service and Modernization of Administration hosted an AAPAM Round-table conference. In 2015, the 36th AAPAM Round-table conference was held in the beautiful city of Rabat.

Other key partners for the 38th RTC were the United Cities and Local Governments of Africa (UCLG-A) and its African Local Government Academy (ALGA), and the African Training and Research Centre in Administration for Development (CAFRAD), the United Nations Department of Economic and Social Affairs (UNDESA) and International Institute of Administrative Sciences (IIAS)

The conference provided a great learning and networking avenue for the numerous delegates who graced the conference. Ghana had the highest number of delegates

present with a total of sixty 60 participants. A total of four hundred (400) delegates drawn from Thirty-Two (32) Countries attended the conference. Among the participants were Ministers; Heads of Public/Civil Services and Secretaries to Cabinet; Permanent/Principal Secretaries, local elected officials and other high-ranking Government Officials. Others were Chairpersons and Commissioners for Public Service Commission; Heads of Management Development Institutes; Development Partners; representatives of Statutory Institutions; scholars and researchers AAPAM Young Professionals and other delegates of various standing.

His Excellency Mr Ahmed Laamoumri, Secretary General, Ministry of Civil Service and Modernization of Administration - Kingdom of Morocco officially declared open the 38th AAPAM Round-table Conference. The messages of solidarity delivered by the partners applauded AAPAM's contribution to public administration and management. The AAPAM President and Secretary to the Cabinet and Head of Civil Zambia, Dr. Roland Msiska also graced the opening session, in his remarks, he thanked the Government of the Kingdom of Morocco, welcomed the delegates and explained the AAPAM's unique position in championing for the development of the public sector.

Conference Sessions

Since 6th November was a holiday in Morocco, the delegates begun with excursion unlike the usual AAPAM tradition where the excursions are conducted on Thursdays. Delegates were treated to an informative tour through Chouaib University, OCP site, Dyanacom Company and Port Jorf Lasfa. Before proceeding to the Portuguese City, delegates enjoyed a sumptuous lunch and spectacular Tbourida, at Mouly Abdellah in El Jadida. Tbourida is also known as the 'Powder game'. It is a traditional and popular equestrian art inspired by the historical wartime attacks of the once feared and fiercely brave cavalrymen of Morocco.¹ The colorful spectacle of Tbourida is a contest

¹Suzanna Clarke and Sandy McCutcheon (2015). Accessed at: <http://www.themedialine.org/views/blog/moroccan-tbourida-the-powder-game-on-show/>

of speed, endurance, grace, discipline and maneuverability for Morocco's horsemen and horses. Tbourida is practiced across all rural areas of Morocco to celebrate national and religious moussem (holidays), as part of Morocco's national culture and the past tribal identity. 2

The main conference sessions commenced on the 7th November 2017. Apart from the plenary and parallel sessions, Regional Chapters meetings and a Ministerial Panel were also conducted. AAPAM specifically dedicate two plenary sessions to Innovation Panel and Women in Public Administration and Management. The Association is cognizant of the fact that women empowerment, gender equality issues and innovation are key accelerators to the achievement of the Sustainable Development Goals (SDGs) and African Union (AU) Agenda 2063.

Participant shared ideas and knowledge on how a transformed leadership can contribute to proper, efficient, effective and sustainable Management of the continent's natural resources to achieve the objectives of AU Agenda 2063 within the Context of the SDGs. As guided by the conference sub-themes, delegates concurred that transformational leadership is critical for the development of the continent. Inclusivity, innovation, accountability, good governance and professionalism are some of the aspects leaders in the continent need to embrace to steer their nations to economic, social, environmental and political development. Through Country case studies, delegates shared practical examples of experiences and initiatives embraced by selected countries to foster development.

Various networks like the Young Professional Network (YPN), the Africa Public Sector Human Resource Managers Network (APS-HRMnet), Academia and Researchers, and Ministers/Public Secretaries/Heads of Public Services also held break-away sessions during the RTC to deliberate on specific issues of particular interest to them. In these forums information was exchanged, experiences shared, and lessons learned. These networks were formed to take care of the various needs of specialized AAPAM members who qualify to join them. Additionally, the conference had an informative plenary session used to inform members of the upcoming AAPAM-IIAS Public administration Research Capacities. This was an initiative is aimed at developing theoretical approaches suited to the

African context, building a cumulative body of empirical evidence, and Strengthen capacity of public administration professionals. Members are encouraged to visit AAPAM and IIAS for the call for papers.

During the annual event, various National and Regional Chapters converged to discuss on how to make their chapter and regions as vibrant as possible in order to ensure that they remain active and relevant.

Mr A. Laamoumri, Secretary General, Ministry of Civil Service and Modernization of Administration, Dr. S. M. MOUANDJO, Director General CAFRAD and Dr. R. Msiska, AAPAM President presenting the Gold trophy to the Ministry of Justice in Rwanda representatives.

Further, participants got the chance to experience Moroccan hospitality during the Innovative Management Award dinner. Before inviting the four finalist organizations who were awarded for the excellent innovations, the IMA jury Chairperson, Mrs Thecla Walter Shangali explained that the IMA was borne out of the need to honor public sector institutions making exceptional contributions in public administration and management. She noted that the objectives of the award were to promote innovation and facilitate the transfer of best practices as a way of improving the quality of public administration and management in Africa. Consequently, she challenged members and countries individually and collectively to market the award programme.

The winners for the AAPAM 10th IMA were, Fostering Justice Delivery at Local Level in Rwanda by the Ministry of Justice in Rwanda (Gold), Huduma Mobile Outreach Program by Huduma Kenya Secretariat (Silver), Groote Schuur Hospital Green Leadership Project by Groote Schuur Hospital (Bronze) Republic of South Africa, Extraction of Banana Fibres by Sustainable Social Business Limited Rwanda (Glass).

The Government and the people of Botswana formally invited all AAPAM members to the 39th AAPAM Roundtable Conference to be held in Botswana in 2018. The conference was officially closed by His Excellency Mr. Mohamed Ben Abdelkader, Minister Ministry of Civil service and Modernisation of Administration, Kingdom of Morocco. AAPAM will be delighted to see you in Botswana in 2018!!!

Innovative Management Award (IMA)



Mr A. Laamoumri, Secretary General, Ministry of Civil Service and Modernization of Administration, Dr. S. M. MOUANDJO, Director General CAFRAD and Dr. R. Msiska, AAPAM President presenting the Gold trophy to the Ministry of Justice in Rwanda representatives.

²Ibid

UCLG-Africa Regional Information and Knowledge Resource Centres validation Workshop.

By Jessica Omundo - AAPAM Programme Officer



UCLG AFRICA
United Cities and Local Governments of Africa
Cités et Gouvernements Locaux Unis d'Afrique
CGLU AFRIQUE

The African Association for Public Administration and Management (AAPAM) participated in the United Cities and Local Governments of Africa (UCLG-Africa) validation workshop of the Regional Information and Knowledge Resource Centres (RIKRCs) study, held from 5th to 6th October 2017 in Arusha, Tanzania.

UCLG-Africa identified that Local Governments needed to support three areas namely: Access of accurate reliable information and knowledge related to the sector; minimization of information overload through sift and evaluating of information that is relevant, accurate and timely; and access to sector generated peer and practical information and knowledge. Consequently, there commenced a process of bridging these gaps including provision of sector specific information and knowledge for the benefit of local governments and their national associations.

The workshop was part of a continuing process expected to result in the establishment of Regional Information and Knowledge Resource Centres, starting with the Eastern, Southern and West Africa regions. The RIKRCs project was borne on a need to have available, accessible, relevant, current and consolidate information required by the Local Governments of Africa (Sub-National Governments). The centers are also to act as platforms for identification of contextual development tools

and technical service needs to help National Associations and individual Local Governments to formalize their needs for assistance and partnerships. Additionally, they will act as a pool for information and knowledge resources for stakeholders in Local Governments.

As part of the processes of establishing the RIKRCs, UCLG-A commissioned a study on the establishment, mandate, scope and operational framework of the centres. The study which was conducted through a field research which involved interviews with various Local Government stakeholders in two countries for each region found out that the following challenges were hindering information knowledge and resource location and access.

1. Lack of enabling structures, systems and resources
2. Poor communication system and cultures
3. Weak connectivity, technology and infrastructural support
4. Insufficient decentralized local state with bureaucratic procedures
5. Lack of competent staff

The study noted that clearer thought must be given to how the centers could be conduits to promote bottom-up learning exchanges that are able to meet unique knowledge need of the target group. It established that like other

government agencies and department, Local Government offices play an important role in information and knowledge dissemination. While it is fundamental to enhance the products and services of Local Governments, differentiation cognizant to the various regions was advisable. Most responses overwhelmingly supported the need for a physical academy-like institution that offers a combination of formal and informal learning opportunities. Moreover, the study established that knowledge networks and peer learning was a preferred option in access to information and knowledge.

In summary, UCLG-Africa will tap on the discussions and recommendations from the workshop as it moved forward with the establishment RIKRCs. The workshop reinforced the need for harmonization of information and knowledge. It also called for innovativeness and inclusivity in the initiative. Stakeholders present reiterated on the need to harness Information and Communication Technology (ICT) for the benefit of RIKRCs. Above all, UCLG-Africa should ensure that the centers addressed some of the challenges of information and knowledge explosion characterizing the 4th Industrial Revolution by ensuring that they are responsive to the various and specific needs of the targeted stakeholders.

A Decade of Debating Public Administration and Management Issues in an Era of Multiple Challenges and Constraints.

By Julie M. Mutunga - AAPAM Assistant Programme Officer

The School of Public Management and Administration (SPMA)-University of Pretoria, led by its Director, Prof. Margaret Chitiga-Mabugu, held its 10th Annual International Conference on Public Administration at the Burgers Park Hotel in Pretoria, South Africa from 26th to 27th October 2017. The conference which enlisted the participation of both local and international participants, centered on the theme

“ *A Decade of Debating Public Administration and Management Issues in an Era of Multiple Challenges and Constraints* ”

The SPMA Annual conferences are forums for local and international academics, researchers and practitioners to delve in the issues facing public administration in the world. It is a unique platform to create a synergy between practitioners and academics so as to foster development. The conferences focus on topical issues on public administration and enlists participation of prominent scholars and technocrats in public administration from South Africa and all over the world.

Some of the key speakers at the SPMA's 10th Annual conference included Dr. George K. Scott, AAPAM Secretary General and Commissioner Richard Sizani, Chairperson Public Service Commission (PSC) South



Dr. G. K. Scott making his address at the conference.



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Africa. In addressing the theme, Dr. Scott, who was the guest speaker in the conference focused on five key theoretical perspectives of public administration and how these perspectives could be applied to enhance functioning of public administration. The perspectives are: Systems theory; New Public Management (NPM) perspective, Transaction cost theory, Allocative efficiency theory and Principal-agent theory. Delving into the concept of NPM, Dr. Scott highlighted the importance of technology in driving innovation and transparency in the public sector. Technology, he espoused, opened communication avenues between governments and citizens thus encouraging participation. His discussions further explained the different foundational debates and challenges in public administration in the current era.

Commissioner Richard Sizani, in his thought provoking keynote address, presented public administration as a multidisciplinary system and practice comprising of aspects drawn from art, science and craft. In his presentation, Commissioner Sizani a seasoned advocate and public administration practitioner, underscored the importance of an efficient public service in the advancement of a country's development agenda by referring to the United Nations 2005 report which states that: “No matter how organized and constitutional a government is, it would not get very far in the absence of a public administration system capable of translation its broad political intentions, enforcing its laws and delivering services needed by the people...” this formed the basis for the conference deliberations.

Speakers after speaker expounded on the public administration and

management metamorphosis in the last decade highlighting on the challenges and way forward. Challenges facing public administration discussed at the forum include, bureaucracy, corruption, political interference and a general public mistrust. The public sector is the channel used for transforming government policies into tangible programmes of service delivery. This close proximity to government admittedly made government's inability to meet the needs of the people equivalent to failure of the public sector. This symbiotic relationship hence makes public administration dependent on the complementary efforts of governments and all stakeholders.

Participants were encouraged to adjust service delivery strategies to their country specific needs. They were encouraged to be responsive to the socio-political and technological realities of their operational environments while being proactive towards the future. This delicate balance is achievable by forging a close working association between academics, researchers and practitioners. Further, harnessing innovation, inclusivity and integration are some of the new approaches presented as fundamental to the current public administration and management.

In closing, Prof. Chitiga applauded the presenters and delegates for participating in the conference, she reiterated the importance of learning forums aimed at promoting democratic values and principles governing public administration. Participants commended the efforts of the School of Public Management and Administration (SPMA) and the University of Pretoria for holding the conferences which were pivotal for synergy between the actors in the society in a bid to foster development.

Governance for Implementing the Sustainable Development Commitments in Africa Symposium.

By Jessica Omundo - AAPAM Programme Officer



A group photo of the delegates at the Symposium

The adoption of the 2030 Agenda for Sustainable Development by world leaders in September 2015 marked the beginning of a new phase in fostering development in the Planet. Likewise, the adoption of African Union Agenda 2063 (Africa We want) by the Heads of State and Governments of Africa embodies the commitment of the continent towards socio-economic transformation of Africa.

Essentially, both the 2030 Agenda and Agenda 2063 are premised on the need for sustainable development and posterity of the planet. The 2030 Agenda describes it as the pursuit of “five Ps”: People, Planet, Prosperity, Peace and Partnerships. The implementation of both agendas thus hinges on good governance, effective, accountable and inclusive institutions and professional and ethical public service.

Consequently, the United Nations Department of Economic and Social Affairs (UNDESA), United Nations Development Programme (UNDP), United Nations Institute for Training and Research (UNITAR) and the Organisation Internationale de la Francophonie (OIF), in cooperation with United Nations Economic Commission for Africa (UNECA) organized a Symposium

on Governance for Implementing the Sustainable Development Commitments in Africa which was held from 11th to 13th December 2017 at the United Nations Economic Commission for Africa, Ethiopia.

The Symposium discussed and shared lessons and approaches on how to implement the 2030 Agenda and Agenda 2063 in an integrated, inclusive, participatory and sustainable manner. It offered a platform for African countries to share experiences and learn lessons on implementation of the Sustainable Development Goals (SDGs) and African Agenda 2063. Likewise, the symposium reflected on how governments could integrate the two Agendas and other relevant international agreements in the national planning processes, policies, strategies and public institutions.

Participants discussed how the 2030 Agenda and Agenda 2063 could be localized, implemented and reviewed in an integrated way. Examples were presented from selected countries who were localizing the SDGs and integrating them in their institutions, policies, plans and oversight and review systems. They also shared on adapting the 2030 and 2063 Agendas at the national level and developing integrated policies to achieve the SDGs; realizing the SDGs

in societies in conflict and sustaining peace; Mobilizing institutions and societies; strengthening capacities and bolstering leadership; reviewing implementation and measuring progress of the SDGs.

The symposium concurred that the inclusivity and integration are pillars of the implementation of the continental and global goals. Besides, successful achievement of the Agendas requires collective efforts by local, national and international stakeholders. Governments should work together with the with the civil society, private sector, academia and other actors in the implementation the agendas. Monitoring, Evaluation and Reporting (ME&R) of the SDGs was also discussed in the meeting.

Noting that the SDGs goals are interconnected, it was emphasized that synergy in the implementation was pivotal to minimize of trade-offs. Consequently, transformational leadership and political support was equally pivotal in the realisation agendas. Additionally, participants agreed on the need for capacity building for both the personnel's and institutions implementing of the Agendas. Some of the United Nations (UN) Agencies like UNITAR and

UNDESA were already working with selected governments on capacity building.

Participants were also informed of the available support and initiatives by the UN agencies. Moreover, the symposium deliberated on some of the challenges faced in the implementation of the global and continental Agenda besides providing practical tools to facilitate the implementation of the two Agendas. Stakeholders were called upon to adopt creative sustainable resource mobilization initiatives as resources were paramount in realization of the global and continental goals. Besides, international and national reviews are important mechanisms in the implementation process.

The African Association for Public Administration and Management (AAPAM) was represented in the meeting by the Programme officer. Approximately a hundred (100) international and local participants, including ministers, high-level officials, civil society, private sector, academia and development institutes attended the symposium.

As the world enters the third year of the implementation of the SDGs, it is important on note that time is moving fast hence the need to speed up the implementation processes.

Home grown solutions to Service Delivery in Africa: AAPAM Innovative Management Award (IMA).

By Julie M. Mutunga - AAPAM Assistant Programme Officer



The significance of innovation in public service and administration cannot be overemphasized. The United Nations (UN) and the African Union (AU), as well as many continental and international institutions use public service innovation awards to encourage performance and innovation. AAPAM has similarly encouraged public service delivery innovation through awarding the best innovations in the public sector in Africa. Since its inception in 2005, the AAPAM Innovative Award has seen organizations in the public sector awarded for innovative delivery of services.

In 2017, AAPAM received 34 submissions from 8 African countries namely Ghana, Lesotho, Kenya, Mauritius, Rwanda, South Africa, Tanzania and Zimbabwe, a notable increase from the subsequent years submissions. The aim of the programme is to share good practices and encourage replication of these innovations. The unique nature of African systems makes replication of process fairly acceptable as compared to Western grown approaches. AAPAM presents the winning submissions of 2017 and is hopeful that these strategies will be shared worldwide and replicated.

1 The Ministry of Justice in Rwanda won the Gold Award for their Fostering Justice Delivery at Local Level project. The Government of Rwanda (GoR) is well known for implementing home grown solutions such as the Gacaca courts, Abunzi committees and Maison D'Access a la Justice/MAJ Access to Justice Bureau. This initiative continued with that tradition as it aimed to meet the high demand and thirst for justice that could not be provided by formal courts alone. MAJ establishes cheap easily accessible, affordable and timely justice in each of the 30 district in Rwanda. MAJ has significantly restored trust in justice system and

contributed to strengthening unity and reconciliation among Rwandese citizens. It has also improved public service delivery through referral mechanism which have decreased the number of people moving to different public institutions to seek solutions to their problems.



2 The Silver award went to Huduma Kenya Secretariat for the Huduma Mobile Outreach Programme, also called “Huduma Mashinani” which means “Service at the Grass Roots”, this programme came up as a solution for offering Huduma Services to Kenyans nearer to their location. The programme was first carried out in Wajir town which is a fast-semi-arid area in the North-Eastern Kenya where most of the people are pastoralists who keep moving from one place to the other in search of pasture. Huduma Mashinani has proved to be one of the easiest and cheapest way to provide multiple services in remote areas. It has reached more citizens at reduced cost to both government and citizens making it affordable and sustainable. The success of the programme is attributed to political good will of the government, good management, public confidence and participation, staff training and popularity of the Huduma Centres



3 Bronze award went to Groote Schuur Hospital for the Green Leadership Project. Global Green Hospitals was formed as a global network with Groote Schuur Hospital (GSH) as a member. The innovation was developed as an interlinking framework of green hospital projects as a public-private partnership where the public hospital took the lead in reducing the overall carbon footprint. The hospital was able to reduce its carbon footprint by reducing the amount of coal and water used by 50%, increase recycling by 60%. The GSH green hospital projects demonstrate green leadership and environmental responsibility the projects has also proven to be sustainable with increased revenues reinvested in new green hospitals projects.



4 The runner up award was given to Sustainable Social Business Limited for the Extraction of Banana Fiber by Sustainable Social Business Limited project. In this innovation banana fibers are used as a natural alternative to synthetic cones obtained from the banana stem which is rich in diameter variability and mechanical properties. Products made from the banana fibers include cushion covers, neckties bags, clothes, paper, notebooks and best absorber pads. This project has reduced the high cost of the products by 50% - 70% which makes it more affordable and increase the number of farmers dealing with agrobusiness to 40% and make the full use of the banana fibers. The menstruation pads made from banana fiber are 60% cheaper with information on sex on the pads for better management.



Call for Submission for the 11th African Association for Public Administration and Management (AAPAM) Award for Innovative Management and Gold Medal

The African Association for Public Administration and Management (AAPAM) announces a call for submissions for the AAPAM Innovative Management Award. The award honors public sector institutions, organizations and ministries which have made exceptional and longstanding contributions to the public. It recognizes Innovations that create effectiveness in the performance of organizations in the public sector through introduction of new ideas and operational management methods.

This Award will be presented at the 39th AAPAM Roundtable Conference which will be held in Gaborone, Botswana in November 2018. Winners and other leading entries will be extensively publicized.

For more information on the procedure, conditions and rules for submitting your innovation visit the AAPAM website on www.aapam.org. The submissions should be emailed to reach the AAPAM Secretariat through aapam@aapam.org by 15th May 2018.

African Leaders of Tomorrow (ALT) Scholarship Programme Post-Graduation Interview.

By Julie M. Mutunga - AAPAM Assistant Programme Officer

The African Association for Public Administration and Management (AAPAM) in partnership with the Canadian Bureau for International Education (CBIE), Institute of Public Administration of Canada (IPAC) and the Canadian Association of Programs in Public Administration (CAPPA) have been delivering African Leaders of Tomorrow (ALT) Scholarship Programme from 2015. The programme which is jointly funded by the Department of Foreign Affairs, Trade and Development (DFATD) and the MasterCard Foundation awards scholarships to support Young Professionals from sub-Saharan Africa to pursue a Master's degree in Public Administration, Public Policy or Public Finance in one of the twenty-eight reputable Canadian University.

ALT commemorates the late Nelson Mandela's commitment to social justice and equity by supporting young African professionals to become leaders in public policy and administration. Successful ALT Scholars are expected to contribute to the development of a strong and effective public sector in sub-Saharan Africa by utilizing the skills they have acquired in their service in their respective countries.

AAPAM offers ALT scholars complimentary membership to the Young Professionals Network (YPN). YPN is a mentorship platform for young professionals which encourages networking with senior public servants as well sharing of experiences and knowledge. ALT Scholars are encouraged to contribute to the development of a strong and effective public sector in sub-Saharan Africa.

The first scholarship recipients selected in 2015-2016 completed the programme in 2017. They include, Babacar Samb (Senegal); Phillip Mogodi (South Africa); Cécile Eve Diedhiou (Senegal); Bruno Ruberwa (Uganda); Frederick J. Varnie (Liberia); Christian Robertson (South

Africa) and Ahmed Elmi (Somalia). AAPAM interviewed Mr. Christian Robertson from the Republic of South Africa and Mr. Frederick J. Varnie from the Republic of Liberia, they both graduated with a Masters degree in International Public Policy from Wilfrid Laurier University's Balsillie School of International Affairs.



Mr. Christian Robertson

Tell us about yourself:

I'm an Afrikaans afro-optimist with a background in sustainability policy and communications. I hold a degree in Political Science, Philosophy and Economics. My Canadian master's degree is my second master's degree. I am also certified as member of the Golden Key International Honor Society

Professionally, I've held various marketing and communications positions in sustainability-orientated organizations for both the private and non-profit sector. I've also worked (and continue to work) as a freelance writer, having been published both online and in print.

Outside of my academic and the professional career, I am an executive member of the local organizing committee for the Y8, Y20, BRICS & Euro-BRICS youth summits, having represented South Africa at the G20

Youth Network, and co-manage a local NGO to run monthly beach cleanups on Cape Town's beaches.

How did you hear about the ALT Scholarship?

A friend of mine sent me the link, which was advertised on the Opportunities for Africans website – a great source for bursaries and jobs, by the way. Anyway, I was looking to further my education, but also wanted to see the world, so when this arrived in my inbox I was immediately intrigued.

Did you think you would be selected from a pool of the many applicants?

I had no idea what my chances were. I remember I initially applied in September but then completely forgot about it all, until I heard that I had provisionally been accepted the following January. Obviously, it was welcome news. And I must say, the whole application process was run very smoothly by CBIE.

Tell us about your experience in Canada

I arrived in mid-August – their Summer – and it was much warmer than I had expected. But that didn't last for long, and I had prepared for the cold, although nothing can quite prepare you for the freezing winds and having to walk on icy pavements to class.

From the moment I arrived, I also immediately noticed how friendly and accommodating Canadians were. I mean, South Africans are friendly too, in Canada, however, from what I could tell, people were genuinely interested in where you're from and what your story is – how different you are.

Another intriguing thing was how calm people were. I guess the reason for that was, because people trusted

and followed the rule of law – they unquestionably obeyed traffic signals, for example. So, everything just seemed to work and because it worked, there was very little tension in the air.

How would you describe your course curriculum?

It was very theoretical at the start, that is we covered the basics of political science, international relations, public policy and public administration. We then moved to specialization based on an individual's interest. I focused on **international climate change policy and how that would be enacted in an urban context.**

The curriculum and the lecturers' input were all geared towards the university's flagship project, which was the authoring and presentation of a policy brief to Global Affairs Canada (their version of a Department of Foreign Affairs) in the capital city, Ottawa. This was a great experience, and also included a tour of the parliament buildings.

Generally, my experience at the Canadian university and my previous university is rather the same. I think there's this assumption that everything is better in 'the West', but that's not necessarily true. There are a lot of talented African academics and academic institutions that deserve much more praise. In fact, there were no less than three South African academics that had posts at the Balsillie School of International Affairs, where I studied.

It is interesting to note that the Universities in Canada seem very interested in general African public policy over there, but their knowledge of our political landscape is somewhat limited. So, as much as it was an opportunity for me to learn how things worked over there, it was also an opportunity for them to learn from me how things worked over here.

Give us a highlight of your thesis.

My research looked at multilevel climate governance, with a particular focus on the role of cities in mitigating carbon emissions – given that urban

areas are responsible for roughly 70% of global greenhouse gas emissions.

One of the benefits of the ALT Scholarship Program was that I was paired with a professional mentor, who worked in local government, and she was able to connect me with really great contacts who could direct my research and give me a much more localized angle on the difficulties of orchestrating multilevel climate governance in Canada.

The program is designed to impact public sector effectiveness, by building the capacity of young professionals, what lessons are you bringing back home?

Technically, I gained skills that I think are quite lacking in South African public policy; namely, the **statistical expertise to perform policy impact evaluation** – an important step that would inform public policy going forward. This is also called evidence-based public policy.

But, going to Ottawa, I was also lucky enough to be involved in a real-life policymaking process, and this experience actually taught me to be sympathetic to those working in the public sector – it's not easy; there are lots of complexities. Initially, I arrived with more of an activist mindset, and although I think it's still important to be spurred on by social and environmental justice, it helps to know the hardships that public officials face, too. In other words, by practicing empathy, I've not just realized how difficult the whole process can be, but I've also learned in what ways it would be more appropriate and worthwhile to address certain issues from a public policy perspective.

Regarding lessons to bring back home, what I admire about Canada is that they strive to be very inclusive of all communities, especially when it comes to involving them in the policymaking process. It's great because then you get buy-in from the citizens and, as a result, there's a more amicable and collaborative relationship between the public and the public sector – and this is good for a healthy democracy. It also

encourages citizens to stay politically-informed, which is also great for a strong and prosperous democracy.

Also, the public sector has made a lot of investments in digitalizing democracy; whether that be the dissemination of public policy itself, or automating a process to get citizens to have their say on a proposed bill or law. It might be asking a lot, but if our governments could invest in the same, we could also encourage active citizenry, and as a result, public accountability, too. Africans are quite tech-savvy already – having managed to 'leapfrog' landlines and gone straight to mobile phone adoption, for example. So, I think it's actually our local public sector that needs to catch up and get with the times.

Would you recommend the program to other aspirants?

Definitely. It was an experience of a lifetime.

I've made great friends with whom I still remain in contact and talk to often. Of course, it's tough, too. You're far away from home and you're working all the time, but that's all part of the experience – that's life!

So, if you want to contribute to the public sector, this would be something I would highly encourage. But just know: you get as much out of it as you put in.

What are your future plans?

I am in the process of setting up a sustainability communications consultancy.

One thing I've picked up throughout my academic and professional career is that when we hit a roadblock, it is often the result of a failure of communication, especially when it comes to the complexity of global issues. And this is especially true for public policy communication. As a result, what we get is misunderstanding, apathy and social unrest. So, eventually, that's where I come in.

If we can understand each other, we can work together. And if we can work together, we get through any problem we face.



Frederick J. Vamie - The Republic of Liberia

1. Tell us about Yourself.

I am a Liberian and often describe myself in various ways. I consider myself a democratic socialist, a realist, an economic nationalist and a constructivist. I graduated from the University of Liberia in 2011 with a BSc degree in Economics and Mathematics. I then did a second degree in Port and Shipping Administration at the Regional Maritime University with an overall GPA of 3.91. After that I did a master's in international public policy at the Balsillie School of International Affairs of the Wilfrid Laurier University in Waterloo, Canada. Additionally, I hold several certificates in public international law, natural resource management and others.

I'm currently the Manager for Policy and Research at the Liberia Maritime University. I am also the Editor-in-Chief for the Organization's official publication known as the Marine Monitor Magazine. Before then, I worked in academia, research and commercial shipping. My research interests include international trade agreements, natural resource and environmental governance and global governance.

2. How did you hear about the ALT Scholarship?

I got to know about the ALT scholarship through a workmate who was also in search of scholarship. I submitted my application in late October 2016 and was informed of my pre-selection in January 2017. After completing several paper works, I travelled to Ghana to get a Canadian visa. I stayed in Ghana for 7 weeks to get the visa.

3. Did you think you would be selected from a pool the many applicants?

Yes. I always believed that I would be selected because of several reasons. First of all, I had an outstanding academic record having graduated from the Regional Maritime University with an overall GPA of 3.91. Secondly, I raised a strong point in my case study which was on public-private partnership in seaport development in Liberia. Also, I had the conviction that the selection process was going to be strictly based on merit which I believed favored me.

4. What would you say made you stand out as an applicant?

First of all, I had an outstanding academic record having graduated from the Regional Maritime University with an overall GPA of 3.91. Secondly, I raised a strong point in my case study which was on public-private partnership in seaport development in Liberia. Also, I had the conviction that the selection process was going to be strictly based on merit which I believed favored me.

5. Tell us the realities that you faced in Canada?

First of all, I was faced with the reality of coping with a weather that I had never experienced before. Even though I arrived during the summer, but coming from West Africa, even a 2-degree temperature was still cold for me. I also had to cope with being extremely time conscious and managing my time well. Meetings and other functions started exactly the scheduled time and the embarrassment of arriving late was too much to deal with. Adopting to an educational system that was significantly different from what I was used to was another reality. Unlike Africa, lecture sessions in Canada are very informal and the relationship between professors and students at the graduate levels very cordial and informal. Professors are very reachable and often called by their first names, this hardly happens in Africa. Canada is an egalitarian society. So, coming from an African culture that attaches so much importance to seniority and superiority was also shocking for me.

6. How would you describe your course curriculum and lecturers?

I did not have any previous academic or professional experience in public policy before starting the course. But as someone interested in global affairs and governance systems, I was excited. I knew doing the course would give me a deeper understanding of global affairs and the public policy making processes of government.

The course curriculum was excellent and well designed. It was designed to give students and expose them to different policy areas such as health policy, economic policy, monetary policy and environmental policy. It was also designed to accommodate students from diverse academic and professional backgrounds. For instance, there were courses to expose students to the global economy, the political economy of world affairs, international relations and global politics.

The lecturers were absolutely world-class. They were some of the best anyone could ask for. They were all experts in their respective fields with vast experiences in research, teaching and practical areas.

7. Describe your thesis.

My thesis was about groundwater extinction. Groundwater aquifers, the lifeline of global food systems, are being extinguished at alarming rates due to demand for water-intensive food and socio-economic transformation, necessitating coordinated global responses

Though all elements of life rely on water, human beings are the only organisms driving groundwater aquifers, which hold water from the paleo-era, to the point of extinction. The word "extinction" is repurposed in this brief to stress that groundwater is not merely depleted, despite what the discourse suggests, once aquifer water is used, it is gone, and it can take thousands of years to replenish an aquifer with "new" water.

Noting that Only 0.5% of Earth's water is consumable and based on concerns as recently observed by the World Economic Forum, the United Nations, and the World Bank that groundwater depletion is an astounding threat to the world, Human and non-human populations, as well as economic and social systems, are all at risk. Besides, the global population is expanding

by 80 million people annually, increasing the demand for freshwater by about 64 billion cubic meters a year. My thesis therefore sought to provide a comprehensive assessment of the problem and provided global governance mechanisms and approaches to address them.

8. The programme is designed to impact public sector effectiveness, by building the capacity of young professionals, what lessons are you bringing back home?

I have learnt that: the public service is about serving people and community and not an opportunity to amass wealth as is often the case in most African countries.

- Innovation must be central to public administration and public policy making. This is especially true considering the increasing

demand from citizens for better services and service delivery from their governments

- Public policy making should be based on credible research to produce data for evidence-based public policies. That is policy analysis should follow policy research
- A federal system of government like the one in Canada, even though complicated with different jurisdictional powers, if properly organized could be better for some large African countries like Nigeria and the Democratic Republic of Congo.

9. Would you recommend the programme to other aspirants?

Yes!

10. What are your future plans?

For now, I intend to continue my work with the Liberia Maritime

Authority both as Manager for Policy and Research and Editor-in-Chief for the organization’s magazine. I’m also an economics instructor at a local university and intend to continue that as well and even extend it to other universities.

In the future, I intend to go into academia and research. This has always been my passion and will follow it through. Writing books is always part of my long-term plan.

For the research piece, I intend to found or co-found a think tank in Liberia. Liberia does not have a think tank currently. The think tank would focus mostly on policy research, policy analysis and research in general. Data and other findings from the research would help policymakers to make better decisions. The think tank would also do policy impact evaluation to know the impacts of policies implemented or being implemented by the government or other actors.



Mr. Frederick Varnie with his class of 2017 on Graduation day

Health and Safety in the Workplace.

By George Githua - AAPAM

Employees are the greatest asset of every public and private organization. It is therefore important that organizations put in place safety measures to protect their employees from danger and risks at their work places. Employee safety is paramount to the well-being of the organization and its overall productivity. A healthy workforce is most productive and is thus critical for sustainable economic development. The economic, physical, mental and general well-being of the employees is achievable in the provision of a safe working environment.

Health and Safety at Work place is Growing concern.

Most institutions world over are increasingly becoming aware of the value of health and safety in the workplace.

Managers and policy makers are alive to the fact that health is important. Evidence indicate that the staff are exposed to various risks or hazards in the workplace. The degree of risk varies from one job to another depending on the nature of the work. For instance, the hazards in a manufacturing workplace are different from those in a consultancy or research field.

Employers are aware that risk management contributes to the prevention of ill health in the workplace. Consequently, they under-take risk assessments to identify and determine the dangers faced by the employees with an aim of putting in place appropriate safety measures. Currently, many organizations have Health and Safety departments to deal with all health and safety issues. The departments are mandated to conduct risks assessment and implement policies to mitigate them.

As companies and organizations continue to embrace staff-oriented strategies in Health and Safety management, policies on staff safety culture are expected to emerge. Employers have emphasized that safety for all begins with the individual. It is the responsibility of each staff to develop a safety culture by upholding safety and security standards. Carelessness is costly both to the individual and to the organization fraternity. Safety is therefore an individual and collective responsibility.

Globally, the UN Decade of Action (2011-2022) targets road safety, in cognizance to the fact that the road is the workplace or the way to the workplace of almost all employees. The world is aware of the negative effects of road/workplace accidents, injuries and deaths on development and achievement of SDGs.

African countries are continuously recognizing the importance of Health and Safety in both public and private sectors. Many governments have put in place legislation to govern this sector. In Kenya, for instance the Occupational Safety and Health Act 2007 deals with matters of safety at work place. Additionally, the Kenyan government formed the Directorate of Occupational Health and Safety Services(DOSHS) to oversee that the health and safety of the Kenyan worker is guaranteed. The employer is obliged to ensure that so far as reasonably practicable, the health and safety of the employee is safeguarded.

Some of the major benefits of work safety include; reduced work-days offs due to injuries or hospitalization, increased productivity and improved quality due to reduced absenteeism and most importantly reduced insurance premiums or claims. Time is money hence when a company or organization saves time, it is essentially saving money too. Health and Safety is an integral feature of quality-oriented approach to business activities.

Health and Safety Management at Work.

The workplace should be safe for employees who essentially spend a considerable percentage of their time at work. Some of the common hazards in work places include slips, trips and falls. To avoid such hazards, employees should always look out for uneven floors, incorrect floor covering, wet floors, trailing cables, poor lighting and general poor house-keeping amongst other dangers. Where employees work in offices in front of display screen equipment (or keyboard work) they face health problems associated with sight and sitting postures .

Fire is one of the major hazard at work. Fire has caused massive losses in work places including razing down factories and offices. It's prudent to place operational fire extinguishers strategically and designate a clearly marked area outside the building where all should report after a fire incident. Periodic Fire drills will also contribute to the preparedness of staff in cases of emergencies

The ongoing repairs and alterations present hazard to the workers hence proper care should be taken by the workers. Such buildings present dangers like open manholes, naked electrical cables and uneven pavements. Consequently, there should be visible signage to help prevent damage or death at work place.

Additionally, after specific risk audits, organizations should ensure that they implement mitigating policies geared towards making the workplace safe for all. Notably management is cardinal in driving the implementation of mitigating policies.

Moreover, use of Personal Protective Equipment(PPE) is mandatory in preventing dangers at work. The PPE should be appropriate for the work besides meeting the international standards. Counterfeit PPE have compromised standards hence strongly discouraged in the optimum safety is to be guaranteed. For those workers like drivers and conductors, safety lies in adhering to safe driving ethics and culture as well as the set traffic rules

Further, employee training on health and safety standards will keep the work-force not only informed but also competent is fostering safety at work. Training should be continuous and current. Where possible the management should set achievable Safety Performance Indicators(SPIs)which can be reviewed annually. In-house training is recommended as its tailor made to suit specific organizational requirements. Secondly it builds team work and trust among staff as they train together

By implementing appropriate Health and Safety policies aimed at inculcating a safety culture and promoting behavior change, organizations can greatly eliminate deaths and injuries in their workplaces. Behavior change is key to ensuring a safe working environment for all. Some of the initiatives critical in inculcating behaviors change include, regular training, equipment inspection and continuous risk assessment.

The bottom line is that health and safety at work place is both the employer as well as the employee's individual and collective responsibility.

Invitation to the 39th Roundtable Conference Gaborone Botswana.

Republic of Botswana

AAPAM in collaboration with the Government of the Republic of Botswana, cordially invite you to the 39th Roundtable Conference

Date: 6th- 9th November 2018
Venue: University of Botswana- Gaborone, Botswana

AAPAM Partners: African Association of Public Administration and Management (AAPAM), African Association of Public Administration and Management (AAPAM), Deloitte, UN Women, United Nations Department of Economic and Social Affairs (UNDESA), ILO, IFAC, IAPC