



STATEHOLDER ENGAGEMENT STRATEGY FOR THE AAPSCoMs

TABLE OF CONTENTS

1.	NEED FOR THE STRATEGY	2
2.	PURPOSE OF THE STATEHOLDER ENGAGEMENT STRATEGY	2
3.	PRINCIPLES OF STAKEHOLDER ENGAGEMENT	2
4.	IDENTIFICATION OF STAKEHOLDERS	2
5.	ENGAGEMENT MODEL	3
5.1	Public Services Commissions in Africa	4
5.2	International organisations.....	4
5.3	Regional organisations	4
5.4	Other institutions	4
5.5	Academic institutions.....	5
5.6	Donors.....	5

1. NEED FOR THE STRATEGY

The Executive Committee of the Association of African Public Services Commissions (AAPSComs) at its meeting held in on 2-3 June 2009 in Livingstone, Zambia, identified the need to populate a template categorising and listing the different partnerships that the Association may have and to identify strategies to deal with these partnerships.

This decision of the Executive Committee evolved into the Stakeholder Engagement Strategy for the AAPSComs. It should be kept in mind that the AAPSComs stakeholders are wide and diverse. Apart from the Regional focus of the AAPSComs, it also includes an international focus. The media also plays a significant role on our stakeholders' view of the organisation and the popularisation of the AAPSComs. The Strategy is updated as and when required in accordance with developments within the organisation.

2. PURPOSE OF THE STATEHOLDER ENGAGEMENT STRATEGY

This document describes the stakeholder engagement strategy for the AAPSComs. The strategy outlines the broad range of approaches used to generate two-way interaction between the Association and its stakeholders. The aims of this document are to-

- Outline the principles of stakeholder engagement
- Define the strategic approach to working with stakeholders
- Identify stakeholders and the strategies for engaging with them

3. PRINCIPLES OF STAKEHOLDER ENGAGEMENT

The principles for engagement with stakeholders are that the AAPSComs-

- is an open and accountable organisation;
- respects and is sensitive to the diversity of stakeholders;
- will be receptive to stakeholder views and perspectives and promote mutual priorities;
- will provide accessible electronic means to access information and participate in our activities; and
- will provide clear, accessible and comprehensive information to stakeholders in order to facilitate their involvement with the Association.

4. IDENTIFICATION OF STAKEHOLDERS

Keeping in mind the purpose of the AAPSComs is to collaborate, share experiences and best practices among African Public Services Commissions in order to promote good governance and improve service delivery in the public services of the continent, the Association has a potentially vast range of stakeholders. The issues for engagement between the AAPSComs and possible stakeholders will vary from one stakeholder group to another. The basis of and mechanisms for engagement will therefore also be varied.

The main stakeholders of the AAPSComs are African Public Services Commissions, who are the members of the AAPSComs. There is a large number of international and regional organisations/institutions within the AAPSComs stakeholder coverage, ranging in role,

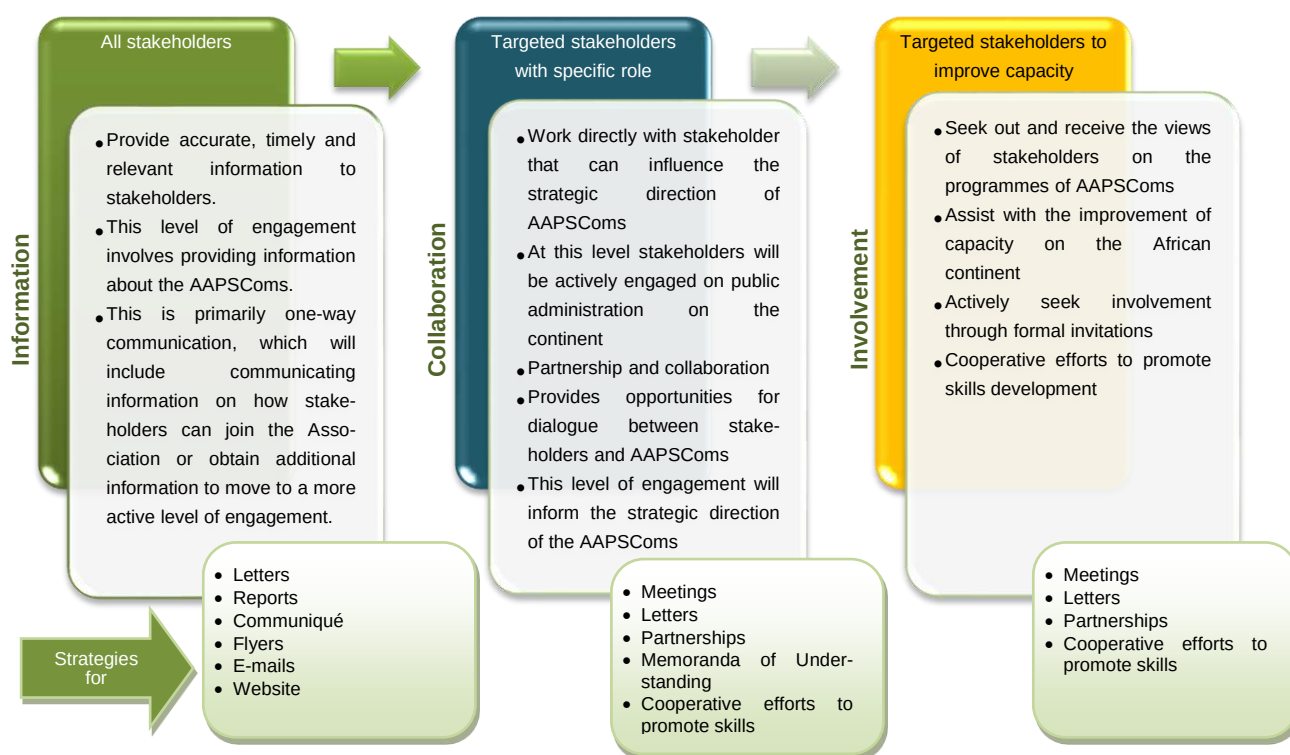
membership and influence. The most significant of these are organisations on the African continent. In this regard, the AAPSCComs has already engaged with the African Union, Pan-African Conference of Ministers of Public and Civil Service and the Pan African Parliament. Other stakeholders of the AAPSCComs have been identified and are listed in **Annexure A**. The list is by no means exhaustive and will be subject to change as and when required.

The stakeholders identified in **Annexure A** have been categorised as reflected below.



5. ENGAGEMENT MODEL

The AAPSCComs has developed a customised approach to its engagement with the above stakeholders, based on the model below.



The model for stakeholder engagement is based on a range of engagement strategies. This ranges from less formal and lower end of engagement associated with information sharing to inform stakeholders of the existence of the Association and develop an interest in the Association, to formal engagement associated with collaboration between parties. The model reflected above therefore reflects the strategies for engagement with the different categories of stakeholders. These strategies are discussed below:

5.1 Public Services Commissions in Africa

African Public Service Commissions that want to promote good governance and improve service delivery in the public services of the continent are the main stakeholders of the AAPSComs¹. The African Continent is divided into five regions, namely, Northern, Eastern, Western, Southern and Central. The Northern and Central African regions are not as yet represented at the AAPSComs. The key objective of engaging with African Public Service Commissions is to encourage them to join the Association and to promote collaboration and share best practices.

5.2 International organisations

International organisations represent networks and programmes within the United Nations and international organisations/ associations devoted, amongst others, to public administration and building capacity in the public service. These organisations are of strategic importance to the AAPSComs as they aim to share knowledge, experiences, best practices and address current challenges. The key objective of engaging with this stakeholder group is to foster a strong relationship based on mutual understanding of the priorities of the respective organisations. This stakeholder group can also be approached for financial support or in-kind support.

5.3 Regional organisations

The AAPSComs is seeking to establish strategic partnerships with other organizations on the African continent which have similar or partially overlapping strategic goals in common with its purpose of promoting good governance and improving service delivery in the public services of the continent². Such regional organisations will therefore be significant to the work of the AAPSComs because its impact on its work. The key objectives of engagement with these organisations are to ensure that the AAPSComs is recognised as a partner and to facilitate networking, information exchange and interdisciplinary collaboration between the parties.

There might be a need to establish formal protocols for engagement with some of these organisations, e.g. memoranda of understanding. Such an approach will also ensure sustained involvement as active partners between the AAPSComs and the relevant parties.

5.4 Other institutions

Other institutions represent a diverse group of stakeholders that are not specifically focussed on the African continent, but whose purpose involves promoting good governance and improving service delivery in the public service. The key objectives of engagement with

¹ AAPSComs Constitution, signed on 17 February 2009 at the Table Bay Hotel in Cape Town, South Africa

² Ibid

these organisations are to ensure that the AAPSComs exchanges knowledge and fosters the building and enhancing of networks that promotes good governance for the betterment of the lives of citizens.

5.5 *Academic institutions*

A number of institutions are designed to improve the knowledge and technical skills of public servants. The aim of the engagement with these institutions will be to assist the AAPSComs in developing and implementing capacity building programmes in order to recruit and retain a well trained professional and skilled public service in Africa³.

Relationships with these institutions will be serviced on a needs basis, determined largely by the range of projects being undertaken by the AAPSComs and the availability of funding. This stakeholder group can also be approached for financial support or in-kind support.

5.6 *Donors*

The financial means of the AAPSComs stem from contributions, subscriptions, fees, and other sources⁴, such as donor funding. In other words, organisations which contribute financial or in-kind support to the AAPSComs. The main aim of engagement with possible donors will be to elicit financial or in-kind support for the AAPSComs and acquire the interest of donors in the AAPSComs.

Relationships with donors will be serviced on a needs basis, determined largely by the range of projects being undertaken by the AAPSComs.

³ Ibid

⁴ Financial Rules of the AAPSComs, adopted by the Executive Committee at its meeting of 2-3 June 2009 in Livingstone, Zambia.

ANNEXURE A

LIST OF AAPSCOMS STAKEHOLDERS⁵

CATEGORY	NAME OF ORGANISATION	DESCRIPTION	OBJECTIVES	POTENTIAL ROLE
International organisations	United Nations Public Administration Network (UNPAN)	The Division for Public Administration and Development Management of the Department of Economic and Social Affairs of the United Nations was entrusted by the General Assembly in late 1999 to develop and implement an important programme entitled UNPAN.	The immediate objective of UNPAN is to establish an internet-based network that links regional and national institutions devoted to public administration, thereby facilitating information exchange, experience sharing, and training in the area of public sector policy and management. The long-term objective of UNPAN is to build the capacity of these regional and national institutions, so that they can access, process and disseminate relevant information by means of up-to-date information and communication technologies (ICTs) for the promotion of better public administration. UNPAN's mission is to promote the sharing of knowledge, experiences and best practices, throughout the world by means of ICTs, sound public policies, effective public administration and efficient civil services, and through capacity-building and cooperation among Member States, with an emphasis on South-South cooperation and UNPAN's commitment to integrity and excellence. It is the only network of its type in the world today.	Share information and promote collaboration
International organisations	United Nations Development Programme (UNDP)	UNDP is the UN's global development network, an organization advocating for change and connecting countries to knowledge, experience and resources to help people build a better life. They are on the ground in 166 countries, working with them on their own solutions to global and national development challenges. As they develop local capacity, they draw on the people of UNDP and our wide range of partners.	World leaders have pledged to achieve the Millennium Development Goals, including the overarching goal of cutting poverty in half by 2015. UNDP's network links and coordinates global and national efforts to reach these Goals. Their focus is helping countries build and share solutions to the challenges of: • Democratic Governance • Poverty Reduction • Crisis Prevention and Recovery • Environment and Energy • HIV/AIDS UNDP helps developing countries attract and use aid effectively. In all our activities, we encourage the protection of human rights and the empowerment of women.	Share information and promote collaboration
International organisations	United Nations Development Fund (UNIFEM)	"Unifem is the women's fund at the U.N., dedicated to advancing women's rights and achieving gender equality "UNIFEM " works on the premise that it is the	"The main goal is" to support the implementation at the national level of existing international commitments to advance gender equality. In support of this goal, UNIFEM works in the following thematic areas:-	Share information and promote collaboration

⁵ This list is not exhaustive

CATEGORY	NAME OF ORGANISATION	DESCRIPTION	OBJECTIVES	POTENTIAL ROLE
		fundamental right of every woman to live a life free from discrimination and violence, that gender equality is essential to achieving development and to building just societies”.	• Enhancing women’s economic security and rights, • Ending violence against women, • Reducing the prevalence of HIV and AIDS among women and girls, and • Advancing gender justice in democratic governance in stable and fragile states.” UNIFEM’s activities are implemented within the framework of two international agreements – Beijing Platform for Action, and Women’s bill of rights - which were affirmed by the MDGs.	
International organisations	Organisation for Economic Co-operation and Development (OECD)	The OECD seeks to analyse and develop solutions to the common challenges and needs of governments, and to promote good practices that enhance the effectiveness of democratic institutions. Work on public governance includes activities on e-government, regulatory reform, public sector budgeting and management, citizen participation in policy-making, and fighting corruption. Through its extensive outreach programme, OECD shares experience and knowledge on public governance with non-members throughout the world.	The OECD brings together the governments of countries committed to democracy and the market economy from around the world to: • Support sustainable economic growth • Boost employment • Raise living standards • Maintain financial stability • Assist other countries' economic development • Contribute to growth in world trade The OECD provides a setting where governments compare policy experiences, seek answers to common problems, identify good practice and coordinate domestic and international policies.	Share information and promote collaboration
International organisations	International Public Management Association for Human Resources (IPMA-HR)	IPMA-HR is an organization that represents the interests of human resource professionals at the Federal, State and Local levels of government. Our goal is to provide information and assistance to help HR professionals increase their job performance and overall agency function by providing cost effective products, services and educational opportunities. The first meeting of IPMA-HR’s original parent organization, the National Assembly of Civil Service Commissions, took place on May 16-17, 1906, in	• Enhance the partnership between the Association and the chapters regions and sections. • Implement an international strategy designed to identify strategic opportunities where the Association can partner for the delivery of professional development events that will lead to the establishment of IPMA-HR chapters or affiliates and increase membership. • Develop future public sector leaders that ensure the strength and diversity in the Association’s leadership, staff, committees, taskforces, and programs. • Conduct cutting edge HR research and benchmarking. • Become the leading voice for public sector HR on government affairs. • Increase the Association’s investment in and usage of professional development programs. • Streamline the certification program, identify the certification value proposition, develop and implement marketing strategies, and increase net certifications and	Share information and promote collaboration

CATEGORY	NAME OF ORGANISATION	DESCRIPTION	OBJECTIVES	POTENTIAL ROLE
		Washington, D.C.	the percentage of recertifications by ten percent annually. • Develop, validate, and market quality assessment products. • Review the IPMA-HR governance structure and make recommendations for possible changes.	
International organisations	International Labour Organization (ILO)	The ILO has a tripartite structure unique in the United Nations, in which employers' and workers' representatives-the social partners' of the economy-have an equal voice with those of government in shaping its policies and programmes.	ILO has four principal strategic objectives:- • "To promote and realize standards, and fundamental principles and rights at work. • To create greater opportunities for women and men to secure decent employment. • To enhance the coverage and effectiveness of social protection for all. • To strengthen tripartism and social dialogue". Good labour relationships are essential for Human Resource Development and effective Public Association with ILO will assist in moderating the reform activities of the Public service ensuring that reforms/changes lead to positive outcomes.	Share information and promote collaboration
Regional Organisations	African Union (AU)	The African Union was established with a view, <i>inter alia</i> , to accelerate the process of integration in the continent to enable it to play its rightful role in the global economy while addressing multifaceted social, economic and political problems compounded as they are by certain negative aspects of globalisation.	The AU is Africa's premier institution and principal organization for the promotion of accelerated socio-economic integration of the continent, which will lead to greater unity and solidarity between African countries and peoples. The AU is based on the common vision of a united and strong Africa and on the need to build a partnership between governments and all segments of civil society, in particular women, youth and the private sector, in order to strengthen solidarity and cohesion amongst the peoples of Africa. As a continental organization it focuses on the promotion of peace, security and stability on the continent as a prerequisite for the implementation of the development and integration agenda of the Union.	
Regional Organisations	The Partnership for New Africa's Development (NEPAD)	The NEPAD strategic framework document arises from a mandate given to the five initiating Heads of State (Algeria, Egypt, Nigeria, Senegal, South Africa) by the Organisation of African Unity (OAU) to develop an integrated socio-economic development framework for Africa. The 37th Summit of the OAU in July 2001 formally adopted the strategic framework document. NEPAD is designed to address the current challenges facing the African	The primary objectives of the NEPAD are the following: • To eradicate poverty. • To place African countries, both individually and collectively, on a path of sustainable growth and development. • To halt the marginalisation of Africa in the globalisation process and enhance its full and beneficial integration into the global economy. • To accelerate the empowerment of women.	

CATEGORY	NAME OF ORGANISATION	DESCRIPTION	OBJECTIVES	POTENTIAL ROLE
		continent. Issues such as the escalating poverty levels, underdevelopment and the continued marginalisation of Africa needed a new radical intervention, spearheaded by African leaders, to develop a new Vision that would guarantee Africa's Renewal.		
Regional Organisations	Pan-African Parliament	The Pan-African Parliament was established in March 2004, by Article 17 of the Constitutive Act of the African Union, as one of the nine Organs provided for in the Treaty Establishing the African Economic Community signed in Abuja, Nigeria, in 1991. The establishment of the Pan-African Parliament is informed by a vision to provide a common platform for African peoples and their grass-roots organizations to be more involved in discussions and decision-making on the problems and challenges facing the continent.	• Facilitate the effective implementation of the policies and objectives of the OAU/AEC and, ultimately, of the African Union. • Promote the principles of human rights and democracy in Africa. • Encourage good governance, transparency and accountability in Member States. • Familiarize the peoples of Africa with the objectives and policies aimed at integrating the African continent within the framework of the establishment of the African Union. • Promote peace, security and stability. • Contribute to a more prosperous future for the people of Africa by promoting collective self-reliance and economic recovery. • Facilitate cooperation and development in Africa. • Strengthen Continental solidarity and build a sense of common destiny among the peoples of Africa. • Facilitate cooperation among Regional Economic Communities and their Parliamentary <i>fora</i>.	•
Regional Organisations	Pan-African Conference of Ministers of Public and Civil Service	The conference is a biannual event which presents African Ministers of Public/Civil Service with the platform to exchange ideas and share experience on issues of governance, to assess the transformative processes taking place in the African public sector and to determine best practice interventions to achieve excellence in service delivery among AU member states.	The conference intends to build confidence in the initiatives that are underway across the continent to enhance development, address under development and poverty and promote good governance across the continent.	
Regional Organisations	Economic Community of Western African	The ECOWAS is a regional group of fifteen countries, founded in 1975.	Its mission is to promote economic integration in "all fields of economic activity, particularly industry, transport, telecommunications, energy, agriculture, natural resources, commerce, monetary and financial questions, social and cultural matters	

CATEGORY	NAME OF ORGANISATION	DESCRIPTION	OBJECTIVES	POTENTIAL ROLE
	States (ECOWAS)		"	
Regional Organisations	East African Community (EAC)	The East African Community (EAC) is the regional intergovernmental organisation of the Republics of Kenya, Uganda, the United Republic of Tanzania, Republic of Burundi and Republic of Rwanda with its headquarters in Arusha, Tanzania. The Treaty for Establishment of the East African Community was signed on 30th November 1999 and entered into force on 7th July 2000 following its ratification by the Original 3 Partner States – Kenya, Uganda and Tanzania. The Republic of Rwanda and the Republic of Burundi acceded to the EAC Treaty on 18th June 2007 and became full Members of the Community with effect from 1st July 2007.	The EAC aims at widening and deepening co-operation among the Partner States in, among others, political, economic and social fields for their mutual benefit. To this extent the EAC countries established a Customs Union in 2005 and are working towards the establishment of a Common Market by 2010, subsequently a Monetary Union by 2012 and ultimately a Political Federation of the East African States.	
Regional Organisations	African Association for Public Administration and Management (AAPAM)	A continental professional organization for high level public sector administrators and managers in Africa as well as those who teach, conduct research and offer advisory services in public administration and management. The Association's main business is to promote best practice, excellence and professionalism in Public Administration and Management leading to sustainable leadership capacity development in the African Public Services.	Provides a forum for exchanging ideas and experiences between Public Administrators, Managers, Scholars and Teachers of Public Administration and Management in Africa. To bring together top African Administrators and Managers to discuss topical managerial problems with a view to sharing experiences and trying to find solutions to Africa's development problems. Fosters professionalization of Public Administration and Management in Africa. Assists, encourages and contributes to the study of the problems and techniques of Public Administration and management in the African continent. Promotes research in Public Administration and Management on the African continent. Fosters affiliation and maintains liaison with other international bodies and organizations interested in public administration and management.	

CATEGORY	NAME OF ORGANISATION	DESCRIPTION	OBJECTIVES	POTENTIAL ROLE
Regional Organisations	African Training and Research Centre in Administration for Development (CAFRAD)	A Pan African intergovernmental organization, established in 1964 by African governments, with the support of UNESCO; making it the first uniquely Pan-African training and research center in the continent for the improvement of public administration and governance systems in Africa. Its headquarters is located in Tangier (Morocco). Membership is open to all African countries: at present, CAFRAD has a membership of 36 States.	Not available	
Regional organisations	Council for the Development of Social Science Research in Africa (CODESRIA)	CODESRIA's Governance Institute is an interdisciplinary effort to bring together African scholars working on topics related to governance. The aim of the Institute is to promote research and debates on issues relating to the conduct of public affairs and management of development in Africa. The Institute was launched in 1992 and is organised in collaboration with Cheikh Anta Diop University of Dakar, Senegal. It is designed to bring to bring to together and forge links among, and meet the needs of a new generation of scholars in terms of access to recent documentation, participation in current debated on governance and democracy within the social sciences, and retooling research methodologies. A total of thirteen to fifteen African and a few non-African scholars participate in the Institute each year.	The specific objectives are as follows: • to encourage the sharing of experiences and methods among researchers around a common theme over an extended period of time; • to promote and enhance a culture of democratic values that allows Africans to effectively manage issues confronting Africa; • to foster a critical participation of scholars in the discussions on democratisation and governance in Africa	
Regional organisations	Intra-Country partnership e.g.	The Office of the Head of the Civil Service of the Federation (OHCSF)		

CATEGORY	NAME OF ORGANISATION	DESCRIPTION	OBJECTIVES	POTENTIAL ROLE
	Office of the Head of the Civil Service of the Federation (Nigeria), Public Service Institutions. etc.	Nigeria, is responsible for career development of all senior management staff, including training Schemes for such officers. The office also deals with establishment and management matters of the Civil Service, Civil Service training Institutions, and the National Council on Establishment.		
Regional organisations	East African Community Sectoral Committee on Public Service Management	The East African Community (EAC) is the regional intergovernmental organisation of the Republics of Kenya, Uganda, the United Republic of Tanzania, Republic of Rwanda and Republic of Burundi with its headquarters in Arusha, Tanzania. Sectoral Committees conceptualise programmes and monitor their implementation. Council establishes the committees on recommendation of the respective co-ordinating committee		
Regional organisations	Common Market for Eastern and Southern Africa (COMESA)	The COMESA traces its genesis to the mid 1960s. The idea of regional economic co-operation received considerable impetus from the buoyant and optimistic mood that characterised the post-independence period in most of Africa. The mood then was one of pan-African solidarity and collective self-reliance born of a shared destiny. It was under these circumstances that, in 1965, the United Nations Economic Commission for Africa (ECA) convened a ministerial meeting of the then newly independent states of Eastern and Southern Africa to consider proposals for the establishment of a mechanism for the promotion of sub-regional economic integration. The meeting, which was held in Lusaka, Zambia, recommended	COMESA's Vision is to "be a fully integrated, internationally competitive regional economic community with high standards of living for all its people ready to merge into an African Economic Community" Its Mission to "Endeavour to achieve sustainable economic and social progress in all Member States through increased co-operation and integration in all fields of development particularly in trade, customs and monetary affairs, transport, communication and information, technology, industry and energy, gender, agriculture, environment and natural resources", the Secretariat was guided to develop its specific Mission Statement as follows: "To provide excellent technical services to COMESA in order to facilitate the region's sustained development through economic integration".	

CATEGORY	NAME OF ORGANISATION	DESCRIPTION	OBJECTIVES	POTENTIAL ROLE
Regional organisations	African Peer Review Mechanism	the creation of an Economic Community of Eastern and Central African states. The APRM is a system introduced by the African Union to help countries improve their governance. It is a way of looking forward while taking account of where we are today. Participation in the system is voluntary. A Panel of Eminent Persons appointed by the APM Secretariat oversees its implementation throughout Africa. South Africa's APRM process is overseen by our APRM Governing Council, which has ten civil society members and five from Government.	The APRM process is designed to assist participating countries to develop and promote the adoption of laws, policies and practices that lead to: • Political stability • High rates of economic growth • Sustainable development and • Continental economic integration. This is to be done by sharing experiences and by identifying and promoting good and best practices as well as undertaking interventions to build capacity. The involvement of all government and Civil Society role players is paramount in making this work. The APRM is pioneering the process encourages African countries to analyse and assess their own progress and performance and to develop their own indigenous responses.	
Other institutions	Commonwealth Association for Public Administration and Management (CAPAM)	CAPAM was established in 1994 to facilitate the exchange of information and knowledge on public administration among Commonwealth countries and beyond. The origins of CAPAM lie in the initiative to define and promote the practical requirements of good governance, just and honest government and the fundamental political values outlined in the Declaration of the Commonwealth Heads of Government at its meeting in Harare, Zimbabwe in 1991. CAPAM is an independent self-supporting body comprised of both elected and appointed officials, and institutions they serve, as members committed to professional development of just and honest government."	CAPAM's mission is to promote the practical requirements of good governance, just and honest government across the Commonwealth countries and beyond. CAPAM provides a forum for the active exchange of innovations, knowledge and practice in citizen-centered service delivery, leadership development and growth, and public service management and renewal. We serve our members as a centre of excellence in good governance and endeavor to build a more responsive and dynamic public service. As a non-profit association, CAPAM represents an international network of 1100 senior public servants, Heads of Government, leading academics and researchers located in over 50 different countries across the Commonwealth. The association is guided by international leaders that believe in the value of networking and knowledge exchange and the promotion of good governance for the betterment of citizens across the Commonwealth.	
Other institutions	Commonwealth Network of Information	COMNET-IT primarily within Commonwealth member countries to support activities related to the policy-	COMNET-IT is a network organisation whose mission is to foster the building and enhancing of institutional and human networks through the mediation of computer communication networks. The organisation facilitates the brokering and funding of	

CATEGORY	NAME OF ORGANISATION	DESCRIPTION	OBJECTIVES	POTENTIAL ROLE
	Technology for Development (COMNET-IT)	development and capability-building in implementing, managing, and using new information and communications technologies.	IT-related projects, develops Internet-based services and engages in capability building through policy and training workshops.	
Other institutions	Institute of Public Administration of Canada (IPAC)	An association of public servants, academics and others interested in public administration.	The mandate of IPAC is to promote excellence in public service through publications, conferences, awards of excellence, and knowledge networks.	
Academic institutions	Centre for Specialisation in Public Administration and Management (CESPAM)	CESPAM, located at the University of Botswana, was established in June 2000 as the SADC Centre of learning, training and research in public sector administration and management. It was conceived as part of a long-term strategy to meet the demand for higher education and training for senior/middle managers and other officials from the SADC region primarily in the public sector but also in the private sector.	• Provides quality training in public administration and management. • Promotes & disseminates best-practice in the region. • Improves organisational performance primarily in the public sector. • Improves the skills of practising administrators and managers. • Increases the number of trained personnel in the region • Ensures a continuing supply of highly trained graduates in public administration and management. • Contributes toward improved performance of the economies of the SADC member states.	•
Academic institutions	American Society for Public Administration (ASPA)	The ASPA seeks to improve public service by helping members acquire the knowledge, technical skills and resources necessary to be excellent public servants.	• Advances the art, science, teaching, and practice of public and non-profit administration. • Promotes the value of joining and elevating the public service profession. • Builds bridges among all who pursue public purposes. • Provides networking and professional development opportunities to those committed to public service values. • Achieves innovative solutions to the challenges of governance.	•
Academic institutions	International Institute for Administrative Sciences (IIAS)	The IIAS exists to advance the study and practice of public administration and public management. It operates at a global level and is funded by states world-wide; but is independent of any of them and, through its links with the United Nations, seeks to develop a voice and a vision that is neutral, as objective as possible and grounded in the exigency of the fact.	Accountability is a core value for the Institute. Those who exercise authority must account for its use to those on whose behalf they use it. Public Administration is the key activity that connects between the power-holders and the citizen. We believe it should be effective, efficient and economical in its execution of the duties and rights of the state. We support modern governance and proper public administration and believe these should be carried out in a way that actively acknowledges diversity, that is respectful of identity and serious belief and that reflects balance.	
Academic institutions	Royal Institute for Public Administration (RIPA)	RIPA International provides training, coaching and consultancy services in the public and private sector. RIPA	RIPA International works across eight core areas of competence: • Human Resource Development • Leadership	

CATEGORY	NAME OF ORGANISATION	DESCRIPTION	OBJECTIVES	POTENTIAL ROLE
	International)	International traditionally specialised in training and consultancy programmes aimed at governments and the wider public sector in general.	• Policy and Strategic Planning • Service Delivery, Accountability and Modernisation • Citizen Engagement and Community Development • Financial Management and Procurement • Justice Sector Reform • Professional Skills Development	
Academic institutions	East and Southern African Management Institute (ESAMI)	ESAMI is a management development centre. ESAMI has been a converging centre where people from different countries meet to share and exchange experiences in a regional framework. The Institute aims at enhancing this interaction in order to facilitate improvements ESAMI has made significant contributions in the area of human resources and management development in the region. Its role as a premier Regional Management Development Institute has expanded substantially as a result of increased client demand by countries of the region and beyond.	ESAMI programmes are based on the emerging needs of the client throughout the continent. The Institute has continued to make sure that programmes benefit from research carried out in the form of needs assessment and participants feedback. Programme appraisal, tracer studies and impact assessment will form important part of ESAMI's training and capacity building process. The training programmes presented in this prospectus will have a strong link between management and performance improvement at individual and organizational level.	
Possible Donor	Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ)	The GTZ is an international cooperation enterprise for sustainable development with worldwide operations. GTZ promotes complex reforms and change processes, often working under difficult conditions. Its corporate objective is to improve people's living conditions on a sustainable basis.	Vision: "We successfully promote international cooperation which contributes to sustainable development throughout the world. Our company is strengthening its position in the global market for international cooperation services." Mission: "We are a government-owned corporation with international operations. We implement commissions for the German federal government and other national and international, public and private-sector clients. We further political, economic, ecological and social development worldwide, and so improve people's living conditions. We provide services that support complex development and reform processes."	
Possible Donor	Australian Agency for International Development (AusAID)	AusAID is the Australian Government agency responsible for managing Australia's overseas aid program.	The objective of the aid program is to assist developing countries reduce poverty and achieve sustainable development, in line with Australia's national interest	

CATEGORY	NAME OF ORGANISATION	DESCRIPTION	OBJECTIVES	POTENTIAL ROLE
Possible Donor	Department for International Development (DFID)	The UK government believes it is in all its interests to help poor people build a better life for themselves. DFID was created to meet the many challenges of tackling world poverty. It is DFID's job to make sure every pound of British aid works its hardest to help the world's poor.	DFID's values include: - ambition and determination to eliminate poverty - diversity and the need to balance work and private life - ability to work effectively with others - desire to listen, learn and be creative - professionalism and knowledge	
Possible Donor	Ford Foundation	The foundation is an independent, nonprofit, nongovernmental organization, with its own board, and is entirely separate from the Ford Motor Company. The trustees of the foundation set policy and delegate authority to the president and senior staff for the foundation's grant making and operations. Program officers in the United States, Africa, the Middle East, Asia, Latin America and Russia explore opportunities to pursue the foundation's goals, formulate strategies and recommend proposals for funding. The Ford Foundation has been making grants in Southern Africa for more than 40 years from a variety of national and regional offices. In 1993, the Southern Africa office was established in Johannesburg; today it supports a broad range of nongovernmental organizations, post-secondary education institutions and research centers in the region. Their work seeks to contribute significantly to livelihood opportunities and skills development; to promote the inclusion of women and disadvantaged or vulnerable individuals and communities in the programs we support and in the decision-making processes	- Strengthen democratic values - Reduce poverty and injustice - Promote international cooperation - Advance human achievement	

CATEGORY	NAME OF ORGANISATION	DESCRIPTION	OBJECTIVES	POTENTIAL ROLE
		that affect them; and to encourage the development and strengthening of civil society organizations and other sectors of Southern African society.		
Possible Donor	Canadian International Development Agency (CIDA)	CIDA was established in 1968 to administer the bulk of Canada's official development assistance (ODA) program. The measure of its success lies in its contribution to the achievement of the Millennium Development Goals (MDGs) and Canada's broader international policy objectives. CIDA works closely with other federal departments, many kinds of Canadian organizations, international organizations, other donor countries, and of course, developing countries themselves. CIDA provides funding for international development programs and projects through contributions to Canadian and international institutions of many kinds. The Agency also enters into contracts with Canadian companies for the implementation of their programs and projects.	The purpose of Canada's Official Development Assistance is to support sustainable development in developing countries, in order to reduce poverty and to contribute to a more secure, equitable, and prosperous world. Canada's development cooperation policy and programs will: • advance Canadian values of global citizenship, equity, and environmental sustainability, as well as Canadian interests regarding security, prosperity, and governance; • deliver visible, durable impact on the world's key development challenges as identified in the Millennium Development Goals (MDGs); • focus on reducing poverty through an effective and focused approach which will match Canadian niches with developing countries' needs in coordination with other donors; • recognize and promote sustainable solutions to address the critical linkages between environmental degradation, poverty, and social inequity; and • mobilize Canadians to build our society's capacity to contribute effectively to global poverty reduction.	
Possible Donor	Japan International Cooperation Agency (JICA)	Established as an independent administrative institution under the law concerning the Independent Administrative Institution Japan International Cooperation Agency (Law No. 136, 2002), JICA aims to contribute to the promotion of international cooperation as well as the sound development of Japanese and global economy by supporting the socioeconomic development, recovery or economic stability of developing	"Inclusive development" represents an approach to development that encourages all people to recognize the development issues they themselves face, participate in addressing them, and enjoy the fruits of such endeavors. The role of JICA is to effectively provide backing for this process. "Dynamic development" refers to the creation of self-reinforcing virtuous cycles of mid- to long-term economic growth and poverty reduction in a constantly changing environment of developing countries where a variety of issues arise simultaneously and get entangled each other. JICA provides creative, highly effective support toward this end.	

CATEGORY	NAME OF ORGANISATION	DESCRIPTION	OBJECTIVES	POTENTIAL ROLE
		regions It currently provides a Training of Trainers Programme in collaboration with the Public Administration Leadership and Management Academy of South Africa for trainers from regions of the African Continent and to facilitate key development areas identified through AMDIN (Africa Management Development Institute Network). The aim is to establish a high level of African training programmes for managers in African public sector institutions for roll-out over five years.		
Possible donor	The Commonwealth Secretariat	The Commonwealth is a voluntary association of 53 countries that support each other and work together towards shared goals in democracy and development. The world's largest and smallest, richest and poorest countries make up the Commonwealth and are home to two billion citizens of all faiths and ethnicities – over half of whom are 25 or under. Member countries span six continents and oceans from Africa (18) to Asia (8), the Americas (2), the Caribbean (12), Europe (3) and the South Pacific (10).	The Secretariat's work in public sector development aims to help governments improve their ability to run public services and work with public institutions to strengthen their delivery of key responsibilities. The Governance and Institutional Development Division (GIDD) works as a partner with all Commonwealth peoples, committed to providing excellent technical assistance for capacity-building and sustainable development in public institutions in particular, and in private-sector and civil society institutions with public responsibilities. It is responsible for promoting the 'new public administration' ethos in the Commonwealth, with the aim of assisting member countries in their efforts to improve the performance of their public services as part of the structures of good governance. The long-term vision of GIDD is that every Commonwealth country will have an effective system of public administration providing the essential institutional infrastructure for an appropriately balanced system of democratic governance, economic competitiveness, social cohesion and environmental sustainability, which will be a symbol of Commonwealth membership.	