



African Association
for Public Administration
and Management
(AAPAM)

Constitution and Rules

Amended and approved by the General Assembly, Livingstone,
Zambia, 7 December 2005

CONSTITUTION

PREAMBLE

Pursuant to the recommendations of the Inter-African Public Administration Seminar held in Botswana from the 3rd to the 9th of October, 1970;

And recognizing the need for the development of competent administrators and managers for rapid economic and social development of the African continent;

And in order to promote the study, practice and status of the profession of Public Administration and Management and the adoption of adequate administrative and management practices;

And in recognizing the importance of co-operation among African States and institutions in the mobilization of resources for the achievement of these objectives;

This representative meeting of the public administrators, managers, institutes of public administration and university schools of administration and management assembled in Freetown, Sierra Leone hereby formally resolve this 6th day of November, 1971 to form the African Association for Public Administration and Management (AAPAM) and adopt this constitution.

1. NAME

The Association shall be called "The African Association for Public Administration and Management" (AAPAM) hereafter referred to as "*The Association*".

2. OBJECTIVES

- (i) To create and maintain the tradition of providing senior administrators and managers with an opportunity of exchanging ideas and experiences in public administration and management.
- (ii) To foster the professionalization of public administration and management in Africa and particularly to develop an increasing appreciation of the value and importance of public administration and management.
- (iii) To advance the study of the techniques and problems of public administration and management
- (iv) To undertake comparative studies and foster exchange of information in the field of public administration and management
- (v) To promote the adoption of more effective and harmonious administrative and management systems and practices
- (vi) To promote research in African administrative and management problems
- (vii) To foster affiliation and maintain liaison with international bodies and organizations interested in the progress of public administration and management.
- (viii) To promote and facilitate the establishment of National Chapters in member countries

- (ix) To participate in all major fora relevant to its core business
- (x) To document and disseminate information on innovative strategies for improving and accelerating good practice in strategic resource planning, development and deployment in public administration.

3. METHODS OF PURSUING THE OBJECTIVES

The objectives stated in Article 2 may be pursued by the following means among others, operating where appropriate, through or in collaboration with institutions with similar objectives:

- (i) Organization of Public Administration and Management Conferences, Workshops and Seminars.
- (ii) Establishment of standing committees for research and documentation on special problems related to administrative and management practices.
- (iii) Sponsoring research of general or special interest to African development.
- (iv) Organization of training seminars, short courses and conferences on special issues
- (v) Publication of a newsletter, research and occasional papers, monographs and a journal promoting the development of administrative and management science
- (vi) Distribution and exchange of documents
- (vii) Establishment of a library of books, journals, periodicals, papers, reports, speeches, audio and video cassettes, photographs and other materials relevant to African Public Administration and Management

- (viii) Creation of a computerized data bank of literature in the field of African Public Administration and Management
- (ix) Providing consultancy services to training institutions, governments and bodies interested in the progress of African Public Administration and Management
- (x) Establishment of links with international bodies, organization, and individuals interested in public administration and management.
- (xi) Promotion of an inter-country scheme of exchange of public servants and managers
- (xii) Establishment of links with international bodies, organizations, and individuals interested in public administration and management.
- (xiii) Mobilize resources in support of its activities
- (xiv) Undertake advocacy activities to promote good practice in public administration.

4. MEMBERSHIP AND FELLOWSHIP

- (i) There shall be the following classes of membership:
 - Corporate Members
 - Individual Members
- (ii) Any Institution, Organization, Associations or Group including donors and international organizations or agencies whose purposes and activities are in consonance with the objectives of the Association shall be eligible to join as a Corporate Member.

- (iii) Any individual of good standing in his community whose profession and activities would serve to promote the interests of the Association shall be eligible to join as an Individual Member.
- (iv) The Association may, however, confer honorary membership and/or fellowship upon any individual who has made distinguished contribution to public administration and management in Africa.
- (v) The Association may confer status of Honorary Patron upon any individual who has made exceptional contribution to public administration and management in Africa.
- (vi) The Association shall maintain at the Secretariat, a register of the members indicating the name, category of membership and the date of the member's admission to membership. The register shall be available for the inspection by members upon written request.

4A RIGHTS AND OBLIGATIONS OF MEMBERS

Rights

- (a) All categories of members shall be entitled to participate in the deliberations of the Association.
- (b) Members admitted into the Association pursuant to paragraph iv of Article 4 may attend meetings and participate in the deliberations but shall have no voting rights.

Obligations

- (a) Members will be expected to promote the objectives of the Association in every way, including the formation and

promotion of National Chapters to advance the work of the Association in their respective countries in accordance with the provisions of Articles 8 of this Constitution.

- (b) Members will be expected to submit to the Association's Secretariat annual reports of programmes they have initiated during the year in support of the goals and objectives of the Association.
- (c) Members will be expected to observe all their obligations under this Constitution including payment of the annual subscriptions and subventions at the beginning of every financial year.

5. INSTITUTIONAL ORGANS OF THE ASSOCIATION

The Association shall have four institutional organs, namely:

- (i) The General Assembly
- (ii) The Council
- (iii) The Executive Committee
- (iv) The Secretariat

6. OFFICERS OF THE ASSOCIATION

The Association shall have the following officers:

- (i) A President
- (ii) A Deputy President
- (iii) Five Sub-Regional Vice Presidents
- (iv) A Secretary General
- (v) Any other officer(s) on a regular or temporary basis

Provided always that the appointment of the sub-regional Vice-Presidents and other principal officers of the Association shall reflect the five sub-regional character of Africa as in the schedule to this constitution.

7. CONSTITUTION AND DUTIES OF THE INSTITUTIONAL ORGANS

A. General Assembly

- (i) The General Assembly of the Association shall be constituted by the gathering of the representatives of the Corporate and Individual members convened by the President of the Association or as provided for in the Rules.
- (ii) The General Assembly shall be responsible for approving the policies of the Association for implementation.
- (iii) The General Assembly shall be held once every three years.
- (iv) A Special General Assembly of the Association shall be convened by the President of the Association as and when necessary.

B. The Council

- (i) The Council elected by the General Assembly shall comprise the following members, namely:
 - (a) The President
 - (b) The Deputy President
 - (c) The 5 Sub-Regional Vice Presidents
 - (d) The Chairpersons of National Chapters
 - (e) Five Representatives of Individual Members and
 - (f) Five Representatives of Corporate Members
- (ii) The Secretary-General shall be a member of the Council
- (iii) The Council shall be responsible for:

- (a) Formulation of major policies of the Association, and submission of the same for approval by the General Assembly.
- (b) Reviewing the activities of the Association; and
- (c) Preparing the annual programme of the Association
- (iv) The Council shall meet once a year.
- (v) The Editor and Chairman of the Editorial Board for the African Journal of Public Administration and Management shall be a co-opted member of the Council.
- (vi) A Representative of the host country for AAPAM's Annual Roundtable Conference shall be a co-opted member of the Council.
- (vii) The Council may co-opt any officer or member of the Association to any of its meetings as it may deem fit.

C. The Executive Committee

The Executive Committee of the Association shall comprise the following members, namely:

- a) The President
- b) The Deputy President
- c) The Secretary General, and
- d) At least six members elected by the Council from amongst its members.

(i) Provided always that:

The six members elected by the Council amongst its members shall come from the countries of the sub-regions other than those countries of the President or Deputy President in article 7 (B) above.

(ii) The Executive Committee shall be responsible for:

- a) The general direction of the activities of the Association.
- b) Determining the working procedures of the various services of the Association.
- c) Preparing the budget of the Association for the approval of the Council
- d) Determining the agenda, date and place of meetings of the Association
- e) Taking such measures and actions deemed appropriate in the interest of the Association.

D. The Secretariat

8. NATIONAL CHAPTERS

Members of the Association in each country shall establish a national chapter whose aim shall be to promote at national level the objectives of the Association.

The following are the conditions for recognizing a national chapter:

- (i) There are at least 20 individual members, one corporate member, all financially up-to-date.
- (ii) There are rules for the selection of officers and control of finance.
- (iii) There are at least two activities per year including a seminar preparatory to the AAPAM Annual Seminar.

- (iv) The Chapter accepts responsibility for collecting and transmitting all dues of the national members to the Secretary-General.
- (v) Recognition can be withdrawn by Council if in its opinion the national chapter is not operating according to the rules or for failing to meet the objectives of AAPAM.
- (vi) The management of the chapters shall be carried out by structures such as the General Assembly, Executive Committee or Secretariat, or their equivalent.
- (vii) A Permanent Secretary or the equivalent serves as the representative of the Head of Public or Civil Service of that country on the Executive Committee of the chapter in an ex-officio capacity.
- (viii) The chapter provides for a dispute resolution mechanism within its internal administrative framework.

9. RESOURCES

- (i) The resources for the Association shall consist of:
 - (a) Entrance Fees
 - (b) Members' subscriptions
 - (c) Payment for services rendered
 - (d) Proceeds from the sale of publication
 - (e) Donation and legacies
 - (f) Grants from organizations, governments or individuals
 - (g) Subventions from corporate members
- (ii) The national chapter shall retain 60 per cent of the resources emanating from the country in any one year towards meeting part of its local expenses.

10. ANNUAL MEMBERSHIP AND SUBSCRIPTIONS

Entrance fees and annual subscription by members shall be determined by the General Assembly of the Association on the advice of the Council.

11. ACCOUNTS

- (i) The fiscal year of the Association shall run from the 1st January, to 31st December of every year.
- (ii) The Accounts of the Association shall be audited annually by an Auditor appointed by the Council.

12. AMENDMENT TO THE CONSTITUTION

The present Constitution may be amended by the General Assembly upon a proposal of the Council or upon a request of not less than ten members of the Association. Amendments shall be adopted by a two-thirds majority of the members present and voting at the General Assembly.

13. CEASING TO BE A MEMBER

- (i) Any member may withdraw from membership of the Association by notifying the Secretary-General in writing, upon the settlement of all outstanding financial obligations.
- (ii) Any member whose conduct proves incompatible with the objectives of the Association may have his or its membership suspended or revoked. Each suspension or revocation shall be decided by a vote of two-thirds majority of members present and voting in regular General Assembly
- (iii) Any member of the Association who resigns or is removed from membership shall not be entitled to a refund of any

subscriptions to the Association or any part thereof or any moneys contributed by such a member at any time.

- (iv) Any member who ceases to be a member of the Association shall automatically cease to be an office bearer of the Association.

13A THE SEAL

The Association shall have a seal inscribed "**AFRICAN ASSOCIATION FOR PUBLIC ADMINISTRATION AND MANAGEMENT**" which shall be kept in the safe custody of the Secretary-General at the Secretariat or in such a place as the Secretary-General may from time to time direct. The seal shall not be affixed to any document except by the authority of the Secretary General.

13B. ACQUISITION OF PROPERTY

The Association shall have the power to acquire, hold and dispose of property both movable and immovable.

13C. INTERPRETATION

The General Assembly shall have the final power to interpret the provisions of this Constitution, whose interpretation shall be final and binding on the members. The General Assembly's ruling shall be supported by two-thirds majority of the members present and voting at the General Assembly.

13D. REPLACEMENT OF OFFICE HOLDERS

- (i) Any vacancy in the membership of any of the organs of the Association caused by death, resignation, expiry of term of office or incapacitation or ill health shall be filled by the Executive Committee until the next General Assembly of

the Association. Vacancies caused by the suspension or revocation of the membership of any member of the Association pursuant to Article 13 shall be filled by persons elected at the General Assembly resolving the expulsion or suspension.

- (ii) Any vacancy in the membership of the Association shall not affect the powers of any organ of the Association to transact any of its business.

14. DISSOLUTION

- (i) The dissolution of the Association may be proclaimed by the General Assembly convened for this purpose, through a vote of three-fourths of the total number of corporate and individual members.
- (ii) In the event of dissolution, the assets of the Association remaining after discharge of all liabilities shall be disposed of by the Executive Committee in such a manner as the General Assembly may by ordinary resolution determine, **PROVIDED** that no property whatsoever shall be given or transferred to or distributed amongst the members of the Association **BUT** shall be given or transferred to some other institution or institutions having similar aims and objectives as AAPAM, and whose constitution also prohibits the distribution of its assets amongst its members.

14A. ARBITRATION

- (i) Disputes or disagreements between members shall be referred to and resolved by the Executive Committee. If the dispute or disagreement is between members of the Executive Committee, it shall be resolved by a panel consisting of the members of the Executive Committee who

are not party to or in any way involved in the dispute or disagreement. Alternatively, such members may refer the matter to an arbitrator of their choice whose judgement shall be final and binding.

- (ii) All disputes or disagreements between members of the national chapters shall be settled by the Executive Committee of the relevant National Chapter, but any member of the Chapter who is aggrieved by the decision of the Chapter's Executive Committee shall be entitled to appeal to the General Assembly of the National Chapter, which shall determine the dispute. Under extra ordinary circumstances, the dispute may be referred to an arbitrator of their choice.
- (iii) Voting by proxy shall be allowed.

15. RULES

The Council shall lay down the rules for implementation of the Constitution on the advice of the Executive Committee.

16. Schedule (Article 6)

The sub-regional character of Africa shall comprise:

- 1. West Africa – Nigeria, Benin, Togo, Cote d'Ivoire, Liberia, Sierra Leone, Guinea Bissau, Guinea, Mauritania, Niger, Cape Verde, Burkina Fasso, Mali, Senegal, Ghana, Gambia
- 2. East Africa – Kenya, Uganda, Tanzania, Ethiopia, Somalia
- 3. Central Africa – Cameroon, Central Africa Republic, Zaire, Congo, Gabon, Burundi, Rwanda, Chad, Equatorial Guinea

4. North Africa – Algeria, Libya, Tunisia, Egypt, Sudan, Morocco
5. Southern Africa – Zimbabwe, Angola, Zambia, Malawi, Lesotho, Malagasy Republic, Swaziland, Botswana, Seychelles, Mauritius, Mozambique, Namibia, South Africa

RULES

1. DEFINITION

In these Rules unless the context indicates otherwise,

- (i) “The Association” means the African Association for Public Administration and Management
- (ii) The “General Assembly” means the Assembly constituted under Article 7 of the Constitution.
- (iii) “The Council” means the Council constituted under Article 7 of the Constitution
- (iv) “The Committee” means the Executive Committee constituted under Article 7 of the Constitution.
- (v) “The Public Service” includes the Civil Service, the Police Forces, the Armed Forces and the Services of Local Government and Statutory Bodies and Corporations.
- (vi) “Membership Committee” means the Committee constituted in accordance with Rule 4.
- (vii) “National Chapter” means National Chapter constituted under Article 8 of the Constitution.

2. MEMBERSHIP

The Association shall consist of Corporate Members and Individual Members whose names stand on its register at the date of the coming into operation of these Rules and such Members as may hereafter be admitted.

3. FULL MEMBERS

A. The following shall be eligible to join as Full members subject to the approval of the membership Committee:

- (i) Any person who has made some significant contribution (literary or practical) to the progress of administration and management
- (ii) Any person of good standing in his community whose profession and activities would serve to promote the interests of the Association.

B. The following shall be eligible to join as Corporate member:

- (i) Any Institute or Schools of Public Administration in any country that is a Member of the African Union.
- (ii) Any Department of Government or Business Administration in a country that is a Member of the African Union.
- (iii) Any institution, organization, association or group whose objectives and activities would serve to promote the interests of the Association.
- (iv) Any Limited Liability Company or Public Enterprise provided that such corporate membership is approved by the Council.

C. Donor agencies or development partners and international organizations or associations with similar goals and objectives as AAPAM's shall also be eligible to join as members of AAPAM.

4. MEMBERSHIP COMMITTEE

- (i) The Executive Committee of each National Chapter shall be responsible for the admission of members under the eligibilities set forth in Rule 2.
- (ii) Where no National Chapter exists, the responsibility for the admission of new members shall rest with the International Executive Committee.

5. THE GENERAL ASSEMBLY

The General Assembly shall meet at least once in every three years.

6. THE COUNCIL

The Council shall meet at least once a year during the annual seminar or the Roundtable of the Association. The quorum for the Council shall be one quarter of its total membership.

7. THE EXECUTIVE COMMITTEE

- (i) The quorum for the Executive Committee shall be four.
- (ii) The President, the Deputy President, the Sub-Regional Vice- Presidents shall be elected by the General Assembly every three years.
- (iii) Each candidate for election to the Council or Executive Committee except the office bearers must be nominated by at least two other members. Such nominations should be

received by the Secretary General four weeks before the date of election.

- (iv) All elections of the Association shall be by secret ballot. No member shall be qualified to vote or be voted for unless he is a fully paid up member.
- (v) Membership of the Executive Committee shall be for three years and such members shall be eligible for re-election for a second term of three years provided that no member of the Executive Committee shall exceed a period of six years in office.
- (vi) The Executive Committee shall meet at least twice a year.
- (vii) Decision of the Executive Committee shall be taken by a majority of the members present and voting.
- (viii) The President of the Association shall preside at all meetings of the Executive Committee, the General Assembly and the Council and in the absence of the President, the Deputy President shall preside. In the absence of both the President and the Vice President, one of the five (5) Sub-Regional Deputy Presidents' shall be nominated to preside at any meeting of the Association.
- (ix) In carrying out its functions, the Executive Committee may, at its own discretion, establish committees and sub-committees to handle, on its behalf, certain specialized functions. (A sub-committee may include one or more members of the Executive Committee, but where more people are required, the Executive Committee shall have the power to co-opt persons who are not members of the Executive Committee to be members of the sub-committees.) Members of the committees or sub-committees will be appointed on the basis of their skills and experience relevant to the committee to which they are appointed.

- (x) Appointment to any sub-committee pursuant to paragraph (i) above shall not, under any circumstances, make such person a member of the Executive Committee.
- (xi) All land, buildings and other immovable property and all investments and securities of the Association shall be vested in the Executive Committee. The properties vested in the Executive Committee shall be managed, on behalf of the Executive Committee, by the Secretary-General of the Association.

8. THE SECRETARIAT

- (a) The Council on the recommendation of the Executive Committee, shall appoint a Secretary-General who shall be the head of the Secretariat.
- (b) The Council shall determine the terms, conditions and tenure of service of the Secretary-General.
- (c) The Executive Committee may, from time to time, appoint such number of staff to the Secretariat as are necessary for the proper discharge of the functions of the Association on such terms and conditions as the Executive Committee may determine.

9. THE SECRETARY-GENERAL

The Secretary-General shall be responsible to the Executive Committee for:

- a. The administration of the affairs of the Secretariat;
- b. The execution of the decisions and instructions of the Executive Committee;
- c. The co-ordination of the activities of the Association

- d. Preparation for the meetings of the Association
- e. Communications and correspondence of the Association
- f. The preparation and submission of a detailed annual report on the activities of the Association
- g. Submitting to the Executive Committee a draft work plan for the coming year
- h. Maintaining the Register of the Association
- i. Managing, on behalf of the Executive Committee, the property and other resources of the Association
- j. Liaising with collaborating agencies and donor partners
- k. Facilitating comparative analyses, visits and co-operative exchange activities between the members and the National Chapters
- l. Prepare background documentation for review by the Executive Committee
- m. Any other matters assigned to him by the President
- n. Any other matters considered by the Executive Committee or the Secretary-General to be in furtherance of the objectives of the Association.

10. ROLE OF THE SECRETARY GENERAL

The Secretary-General shall be the Accounting Officer of the Association and shall be responsible to the Executive Committee for:

- a. The safe custody of the property and other assets of the Association other than funds which shall be under the custody of the Financial Officer

- b. Submitting to the Executive Committee for its approval in advance the draft estimates for the coming financial year.
- c. Submitting to the Executive Committee at the annual meeting a statement of the audited accounts for the past financial year.

11. ACCOUNTS OF THE ASSOCIATION

- a. All monies of the Association shall be paid into an account in the name of the Association at the banks approved by the Executive Committee and withdrawals from such account or accounts shall be authorized by the Secretary-General and/or the President.
- b. There shall be three signatories to the Bank Accounts of the Association namely, President, Secretary-General and Finance Officer, provided that the signature of the Finance Officer and that of either the President or the Secretary-General shall be sufficient and valid for any withdrawal.
- c. An Auditor shall be appointed by the Council. He shall audit the Association's financial records and documents and his report shall be presented to the Council. The auditor may be paid such honorarium as the Council may determine.
- d. A copy of the Auditors' report on the accounts and statement together with such accounts shall be furnished to all members annually not later than three (3) months after the report and accounts have been received by the Council.
- e. No Auditor shall be an office bearer or member of the Executive Committee or the Council, or a relative, friend or associate of a member of the Council or the Executive Committee.

12. THE GENERAL ASSEMBLY

- a. The General Assembly shall be convened by the Council at least once every three years.

- b. The business of the General Assembly shall be:
 - (i) To receive the Secretary General's report of the activities of the Association during the preceding three years' period.
 - (ii) To receive and consider reports from the Council
 - (iii) To elect officers and members of the Council
 - (iv) Approve the policies of the Council for implementation by the Executive Committee

13. SPECIAL GENERAL ASSEMBLY

- a. The President shall convene a Special General Assembly at the request of a majority of the members of the Council
- b. A Special General Assembly shall also be called at any time by the President within 60 days of the receipt of a written request submitted by at least one third of the fully paid up members.
- c. At least 28 days' notice of a General Assembly Meeting or Special General Assembly shall be sent to all members.
- d. All decisions of the General Assembly Meeting or Special General Assembly Meeting shall be by a vote of majority of the members present and voting, except that any decision relating to an amendment of the constitution shall be by a two-thirds majority vote of members present and voting.
- e. The business of the Special General Assembly may be any one or more of the following:

- (i) removing all or any of the officers and members of the Council of the Association and filing the vacancies thereby caused:
- (ii) altering these rules: or
- (iii) dissolving the Association and determining the distribution of its assets.

14. QUORUM

The quorum of the General Assembly Meeting or Special General Assembly Meeting shall be 25 per cent of all the fully paid up members.

14A. RELATIONSHIP BETWEEN THE EXECUTIVE COMMITTEE AND THE SECRETARIAT

The Secretary-General shall, from time to time, consult the President of the Association on major issues relating to policy, finance and external relations of the Association and where the president is not domiciled in the country where the Secretariat is for the time being based, the Secretary-General shall consult any member of the Executive Committee based nearest to the Secretariat, provided that the Secretary-General shall bring to the attention of the President and other members of the Executive Committee the purpose and outcome of such consultations in the shortest time possible.

15. ANNUAL MEMBERSHIP AND SUBSCRIPTION FEES

- a. Membership fees shall be as follows:

Corporate members	-	US\$500.00
Individual members	-	US\$70.00

- b. Annual subscription shall be as follows:

Corporate members	-	US\$500.00
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Individual members - US\$70.00

- c. The subscription fees shall be payable in local currency unless the Council decides otherwise in respect of any particular member or members. All cheques shall be transmitted to the Secretary-General who shall issue an official receipt for every payment received by him.
- d. The annual subscription shall be due on the first day of January of each year.
- e. Membership fees in Article 15 (a) and (b) above may be reviewed from time to time by the Council.

16. AMENDMENT TO THE RULES

Amendment to the Rules shall be made by a two-thirds majority of members present and voting at the General Assembly of the Association on the recommendation of the Council.

17. INSPECTION OF ACCOUNTS AND LIST OF MEMBERS

The books of accounts and all documents relating thereto and a list of members of the Association shall be available for inspection at the registered office of the Association on giving not less than seven days in writing to the Secretary-General.

