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AFRICAN MANAGEMENT DEVELOPMENT INSTITUTES' NETWORK

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## Minutes of the AMDIN EXCO Meeting held 06 – 07 March 2019 at The 20 Capital West Hotel, Sandton; South Africa.

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Day 1, 06 March 2019

### 1. Opening and welcome

The President of AMDIN, Mr Eduardo Chilundo, opened the meeting by welcoming all the participating members present with special emphasis to the Acting Principal of the NSG, Dr Siphon Manana; the Secretariat and the former ADMIN Secretary General, Prof Richard Levin. He further expressed his gratitude to the South African government for supporting the AMDIN activities. The President indicated that on the 04th of March 2019, there was a launch and celebration of the publication of the AMDIN Journal which was attended by the Deputy Minister for Public Service and Administration, Dr Pilane Majake and the European Union (EU) Ambassador, Dr Marcus Cornaro. He further acknowledged the key role of the EU and African Union (AU) for the continued support to AMDIN initiatives. The President further indicated that the work of AMDIN would not be smooth without the support of our partners.

Before the approval and adoption of the agenda, all members introduced themselves. The attendance register is attached as **Annexure A**.

### 2. Approval and adoption of the agenda

The agenda was adopted with an amendment of the presenter to the presentation of the Financial Statements. Ms Phindile Mkwana replaced Mr Lesego Komane who tendered his apology for the meeting.

Dr Manana introduced himself as the Acting Principal of the NSG with effect from November 2018 as a result of the Minister reassigning Prof Levin to the Department of Public Service and Administration. Lastly, he conveyed an apology from Prof Richard Levin who was requested to support the Minister in Parliament.

### 3. Approval and adoption of the EXCO Minutes of 19 April 2018

The last meeting of the Executive Committee (EXCO) was convened in Pretoria on 19 April 2018. The minutes of the meeting were approved and adopted with the following amendments.

- The recording of the minutes for day 2 must indicate participants as done in day 1.

#### **4. Matters arising**

**4.1 State of the Public Service Administration (SOPSA)** report was sent to the AU in May 2018 after the EXCO meeting. Eleven countries participated in the report. The report was funded by the UNDP. The report was sent to all members of AMDIN.

#### **4.2 Meeting with the African Union**

Meeting with African Union Commission (AUC) to discuss the SOPSA report was attended by Mr Kofi, Prof Richard Levin, President of AMDIN Mr Eduardo Chilundo and two members of the secretariat. Issues discussed are those on the decision grid.

#### **4.3 Translation of the SOPSA**

Meeting was notified that the EXCO suggested that SOPSA be translated into French and Portuguese to cater for countries that speak those languages. The Secretariat has obtained estimated costs for the translation into two languages. It is estimated at R62,000. EXCO needs to approve the budget or decide whether they support the translation or not. Meeting was further notified that discussions with Dr Tshiyoyo have taken place with a view to engage his services to summarise the report so that it can be made into a booklet to be sent to all members. The cost is estimated at R12, 500. EXCO was informed that the options that exist are that Dr Tshiyoyo summarised the existing report and have the pocket size version translated into the two languages at a lower cost. Also to consider is whether EXCO should wait for phase 2 of the SOPSA report and have the report translated from the onset. EXCO discussed that if the budget permits then the phase two report must be translated into all working languages of the AU.

#### **Decision**

The meeting agreed to proceed and obtain the services of Dr Tshiyoyo to summarise the report and get the summary translated into French and Portuguese at an estimated budget of R12, 500. Full translation of the SOPSA report must be considered for phase two of the project where translation must be done into all working languages of the AU. Since the SOPSA report belongs to the AU, they will have to be consulted for the phase 2, especially with regards to funding for the project.

#### **4.4 Participation of Francophone in AMDIN**

EXCO raised concern about the low participation in AMDIN of the Francophone countries and requested Mr Kofi to engage with Director General - Benin and Director -General Senegal Mr Fall to look into ways to encourage Francophone participation in AMDIN.

The African Charter pilot and Training of trainers which were both held in Senegal as well as the SOPSA project helped to get most of the Francophone Country colleagues to be exposed to AMDIN as well as develop an appetite for its programs.

#### **Decision**

Meeting to discuss strategies to entice Francophone countries involvement in the second day of the meeting under membership mobilisation.

#### **4.5 Journal**

EXCO congratulated themselves for having launched the journal after a long struggle. Mr Kofi Ocran Arkaah gave a brief journey the journal travel until it was finally published. EXCO is looking forward to the next edition.

#### **Decision:**

- There was a need to have contact details of all MDIs to enable the Secretariat to forward them a link of the journal on the AMDIN website.
- President to write a letter to all MDIs to ask them to furnish the Secretariat with the contact details of their Web administrators to allow them to upload the journal on their respective websites.
- The second Launch of the AMDIN Journal in Nairobi on the Africa Public Service Day will be supported by a few members given budgetary constraints. Members closer to the Region would be more appropriate.

#### **4.6 Attendance of AMDIN Meeting**

The Secretariat informed the meeting about members of AMDIN who accept invitations when invited to meetings. All necessary logistical preparations are made and when expected to arrive, they never show up without any information to the Secretariat. Others only inform the Secretariat at the last minute after tickets have been bought and paid for. This create fruitless adverse audit findings when AMDIN is audited.

#### **Decision:**

- The President to inform members of the board that, should they be unable to attend a board meeting for whatever reason and the Secretariat is not informed timeously of their non-attendance, they will be liable for the costs and will be expected to refund AMDIN for the fruitless expenditure.

#### **4.7 AU Academy Collaboration**

The AMDIN Executive had a meeting with the AU Academy on 3 September 2018 to discuss possible collaboration. The Head of the Academy informed AMDIN that since there is already an existing MOU with the AU, it will not be necessary to sign an additional agreement. The only thing that is needed is a framework that will show all areas of collaboration with the institution. AMDIN was then requested to provide the Academy with possible areas of collaboration. The proposed areas of collaboration were provided to the Academy the following prior to their departure from Addis. To date, no response has been received from the Academy on way forward.

##### **Decision**

Mr Kofi Ocran Arkaah offered to follow-up with one of the members of the AU Academy. The Secretariat was also requested to write an official follow up letter.

#### **5 Financial Report**

Ms Phindile Mkhwanazi, Chief Financial Officer at the NSG presented the financial operations of AMDIN from 1 April 2018 to 31 January 2019. The presentation was also accompanied by the audited AMDIN financial statements which have been signed and awaiting adoption by members. She informed the members that the cash balance had increased by 10% from R1,124, 806.16 to R1,234 912.22 during the period 1 April 2018 to 31 January 2019 due to membership fees received. Furthermore during this period the expenditure amounted to R51, 883, 26. The detail breakdown was contained in the report members were encouraged to read the financial report.

##### **Decision**

The meeting agreed on the following:

- The CFO to indicate estimated expenditure of the AMDIN General Assembly (GA), to be presented at the next EXCO/Biannual General Assembly to enable members to have insight into the expenditure required to host such an event given the absence of member contributions.
- EXCO agreed to retain existing Bank signatories until nomination of new Office Bearers
- EXCO agreed with the CFO's proposal to recruit new auditors to be approved at the next GA
- EXCO approved that AMDIN funds be kept in a Bank Account that yields best interest without any risk of loss of capital.

## 6 Secretary General's Report

The Head of the Secretariat, Dr Mary Ledwaba presented the report on behalf of the Secretary General. The presentation highlighted the key achievements of 2018 and indicted that non-payment of membership fees by member MDIs remains a key challenge with only six MDI's having their membership fees paid in full to date. The presentation proposed to EXCO to consider a strategy to get MDIs to pay and to mobilise new ones to join.

The following were achievements for 2018:

- Governance in Africa round table held in Magaliesburg in April 2018
- 2<sup>nd</sup> BRICS Governance seminar held in SA on 4<sup>th</sup> July 2018 in which AMDIN members participated.
- China-AMDIN round table held on 3<sup>rd</sup> July 2018. The AMDIN Delegation at the Seminar met with the Chinese delegation to form a relationship with the National Chinese Academy of Governance (NCAG). The round table suggested that EXCO endorse a formal relationship between The Chinese Academy and AMDIN to allow the continued collaboration between the two.
- African Charter ToT held in Liberia 6 – 10 August and Senegal 27 – 31 August 2018
- Meeting with Director for AU Commission and Head of AU Leadership Academy held in Ethiopia 10 – 14 September 2018
- Khaedu Africa Workshop 19 – 23 November 2018 and the successful completion of Khaedu training for participants from Mozambique, Namibia, Liberia, Nigeria and DRC.
- EXCO was informed that the AMDIN website contract needs renewal. The Secretariat recommended to EXCO to endorse the appointment of Octopus to be the service provider for a period of 24 months to the estimated budget of R72 910.00.

### Decision

- EXCO approved that the Secretariat should continue to procure Octopus to be the service provider for the AMDIN website for a period of 24 months to a total amount of R 72,910.00
- EXCO endorses a formal collaboration between itself and National Chinese Academy of Governance. The Secretariat should continue to arrange collaborative events between the two and convene a follow up meeting with CAG on the margins of the next BRICS Governance Seminar.

## **7 AMDIN Constitution**

Head of the Secretariat, Dr Mary Ledwaba gave a presentation on the different changes that were recommended by the last BGM held in Ghana in September 2017 that were made. She further informed the meeting about the recommendations that were made by the NSG Legal Services for AMDIN to develop a Charter like in the private sector to promote governance. EXCO welcomed the recommendation to promote governance which is so critical in all organisations in the private sector as well as in the public sector.

### **Decision**

- EXCO requested the Secretariat to highlight all relevant clauses which are to be adopted at the General Assembly meeting to be held in November 2019 and circulate to all EXCO members for consideration and comments timeously before the General Assembly.
- The final AMDIN Constitution will be tabled for adoption at the General Assembly scheduled to take place in November 2019
- The Secretariat to go ahead with the development of the Charter as recommended and circulate it once finalised for inputs.

### **End of Day 1**

**The meeting closed at 16:45**

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## **Minutes of the AMDIN EXCO Meeting held 06 – 07 March 2019 at The 20 Capital West Hotel, Sandton; South Africa.**

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### **Day 2, 07 March 2019**

#### **1. Funding mobilisation**

##### **Discussion**

Mr Bongani Mayimele made a presentation on the need for a resource mobilisation strategy and strategy for membership mobilisation. He indicated that the need for a resource mobilisation stems from the limited financial resources that AMDIN has and the growing responsibilities of AMDIN on the continent as informed by AU Agenda 2063 and the Sustainable Development Goals, UN Agenda 2063. The presentation indicated that EXCO must consider the approval to develop a strategy for resource mobilisation that would take into account different sources of partners and their scope of geographic concentration in the continent. That the strategy must embrace various sources and geographic footprint of the partners. Members welcomed the need for the resource mobilisation strategy indicating that it is long overdue. Realising that some donors are prevalent in some countries and regions as well as the thematic areas they support, members recommended that the strategy must embrace

regional partners as well as continental partners that would support either regional or continental initiatives in line with the priorities of AMDIN.

### **Decision**

- The meeting resolved to have a Resource Mobilisation strategy which will be shared amongst members for comments and must focus on marketing the products of AMDIN such as the AfGov and the Charter.
- A committee comprising of four people needs to be established to work on the draft strategy.
- The meeting also resolved to have a Corporate Strategy and Plan.
- Vice Presidents must go on a mobilisation drive within their respective regions to mobilise MDI's to join AMDIN.

## **2. Preparations for the 2019/2020 General Assembly**

Ms Tiego Vuma presented the item and informed the members about the upcoming General Assembly (GA) which is scheduled to take place in November 2019 as per the constitution. The GA is the highest decision making body of AMDIN and is constituted by the Heads or Principals of the MDIs. It meet at least once every two years and deliberate on issues and proposals and to plan the implementation of the objectives of AMDIN.

Ms Vuma raised a concern on behalf of the secretariat regarding eligibility of AMDIN members to participate in the General Assembly meeting as only a few countries were paying their subscriptions. AMDIN has a membership of twenty seven and only five countries are up to date with their subscriptions. This means that for the General Assembly to take place, fifty percent of members in attendance must have fully paid their subscriptions. Article 9 of the Constitution of AMDIN emphasizes that only paid up members shall have voting powers at any meeting of the General Assembly.

### **Decision**

- The Secretariat will write letters to be signed by the President reminding MDIs of the upcoming General Assembly and urging them to pay their membership fees by June 2019
- The Secretariat to monitor the number of MDI payments in order to assess whether there will be a quorum to necessitate the arrangement of the GM before any costs are incurred.
- If by August 2019 the situation still remains the same, then the General Assembly meeting will be called off, The Secretariat will convene an EXCO to allow for Administrative decisions to continue. EXCO will then evaluate the membership situation and the probability of hosting a GM in 2020.

### **3. Governance in Africa course**

Mr Mzwandile Manto presented the progress on the development of the Governance in Africa course indicating that all eight modules/chapters have been completed by the service provider and are currently under quality check. The presentation gave a background and purpose of each module/chapter. The presentation recommended that the course would need to have accreditation. EXCO extensively discussed the accreditation issue and indicated that it would pose challenges to some countries as the continent does not have a single accreditation system.

#### **Decision**

- There is a need to establish a curriculum committee that will look at curriculum of AMDIN programmes. The committee will be made up of South Africa, Senegal, Ghana and Rwanda.

### **4. eLearning of Africa Charter on the values and principles of the public service by roll out by member states**

Ms Tiego Vuma presented to the meeting that the African Charter course has been successfully piloted and Training of Trainers has already been implemented. The course is currently undergoing internal National School of Government processes of Quality Assurance as well and Curriculum processes. Once these are done the course will be ready for roll out.

The original course manual, Facilitator guide and Learner guide will be send to MDI's which participated in the process. This will then enable members to start training in their respective countries. There was as well a plea to make the course available on line to ensure that we reach out to as many public officials as possible in the continent.

This then necessitates the secretariat to do a survey of how many MDI's have facilities to roll out online courses so as to make a solid decision on the online conversion without a waste of resources.

#### **Decision**

- Secretariat will send a questionnaire to all MDI's in an attempt to ascertain the readiness of MDI's for the uptake of eLearning courses

### **5. Taking AMDIN forward**

The Head of the Secretariat, Dr Mary Ledwaba presented to EXCO about the brain storming ideas the Secretariat shared about how AMDIN can be revived to be a vibrant organization like AAPAM. AAPAM does not have any problems with



membership or payment thereof. Every Head of MDI attend AAPM's meetings without any fail whenever they are invited. The ideas shared are as follows:

- AMDIN may decide to lower the membership subscriptions as it seems \$3000 is too steep for some MDIs
- We should keep the momentum of the launched journal even after the EU funds come to an end. ( this means more fundraising by the Secretariat)
- Strengthening governance issues within AMDIN
- Have an annual corporate plan with milestones
- AMDIN to share value add programmes among themselves in order to develop and strengthen each other.
- All MDI to assist with the marketing of AMDIN using their communication structures to promote the work of AMDIN.

After extensive discussions regarding the proposals, the idea of lowering the membership subscriptions was dismissed as it was clarified that the reason AAPAM subscriptions were lower than that of AMDIN is because it is subsidised by the Government of Morocco. Since there is not a single government that is prepared to subsidise AMDIN again, the current subscription amount will remain.

#### **Decision**

- The Secretariat with the support of EXCO will continue to remind members to pay their subscriptions.
- The Secretariat to develop AMDIN corporate plan with milestones and share with the AU to support their function
- The Secretariat with the assistance of Mr Mayimele to develop funding proposals to secure funds for AMDIN
- Idea of sharing value add programmes to be pursued

#### **6. President's closing remarks**

The President closed the meeting and thanked the Secretariat for organising the EXCO and Board Meetings. He also thanked everyone for their participation and contributions. The President wished everyone safe travel.