

THE 5TH LEADERSHIP SEMINAR

THEME:

**FUTURE-READY LEADERSHIP: DRIVING SUSTAINABLE DEVELOPMENT
THROUGH STRATEGIC FORESIGHT**



COMMUNIQUE

Preamble

The African Association for Public Administration and Management (AAPAM), in partnership with the Kenya School of Government (KSG), organized the 5th Strategic Leadership Seminar from September 23–26, 2025, at the KSG Mombasa Campus under the theme “Future-Ready Leadership: Driving Sustainable Development Through Strategic Foresight.”

The seminar aimed to equip leaders with foresight tools, promote innovation and collaboration through a Whole-of-Government approach, emphasize best practices in leadership development and succession planning, foster peer learning, and provide a platform for networking toward sustainable development.

The opening ceremony featured remarks from the AAPAM President, Dr. John Nakabago, the Secretary-General, Prof. George Scott, KSG Senior Director of Finance and Administration, Dr. Tom Wanyama, KSG Mombasa Deputy Director, Mr. Isaiah Omondi and IIAS representative, Ms. Diana Muia. The seminar was formally inaugurated by the Principal Administrative Secretary of the State Department for Public Service and Human Capital Development, Dr. Jacob Mbijiwe, who highlighted its timeliness and the need to strengthen leadership, foresight, and innovation for sustainable development in Africa.

The five-day continental seminar attracted One Hundred and Fifty (150) participants drawn from four (4) countries, namely the United Republic of Tanzania, the Republic of Uganda, the Kingdom of Lesotho and the Republic of Kenya.

Context Analysis

This year’s seminar was particularly significant, convened at a defining moment when Africa’s development landscape is being reshaped by globalization, rapid technological change, and evolving governance dynamics. Therefore, deliberations revolved around sub-themes such as: Future-Ready Leadership, Strategic Planning and Foresight, Policy Coherence, Evidence-based Policymaking, Digital Transformation, Innovation, and best practices for public sector transformation.

During the Seminar, the following Communiqué was released:

Acknowledging today’s VUCA world, Africa cannot afford “business as usual.” Future-Ready Leadership requires vision, foresight, courage, adaptability, and integrity, with leaders upholding accountability and transparency to turn challenges into opportunities and deliver meaningful transformation for citizens;

Recognizing that Africa’s governance and development trajectory stands at a decisive moment, and that leadership must transcend reactive crisis management to embrace systemic, proactive, and future-oriented reforms;

We, the delegates of the 5th Strategic Leadership Seminar, having deliberated extensively on the theme, do hereby adopt the following resolves and recommendations under Seven (7) thematic areas:

1. Embrace Future-Ready Leadership and Strategic Foresight

- Champion evidence-driven and innovative policy formulation to ensure implementation viability, uphold integrity, accountability, and transparency, and promote continental-level perspectives for meaningful transformation
- Institutionalize foresight and long-term planning frameworks by embedding contingency triggers, integrating post-crisis lessons, and aligning governance systems with national, continental, and global agendas
- Strengthen leadership and institutional capacity to detect weak signals, interpret megatrends, and integrate forward-looking approaches that safeguard Africa's development pathways against disruptions
- Strengthen research as a foundation for evidence-based policy, leadership development, and innovation through closer collaboration among governments, academia, and professional bodies to generate actionable knowledge for sustainable development

2. Leverage Skills and Innovation to Harness Africa's Demographic Dividend

- Invest in education, digital skills, and entrepreneurship to unlock the potential of Africa's youth as a driver of productivity, innovation, and global competitiveness
- Create enabling environments for entrepreneurship and job creation, leveraging technology and public-private partnerships to harness the demographic dividend

3. Green and Inclusive Economic Transformation

- Accelerate renewable energy deployment and adoption of clean technologies to eradicate energy poverty and fuel sustainable industrialization
- Advance circular economy models to generate green jobs in recycling, waste-to-energy, and sustainable manufacturing
- Mainstream climate-resilient practices in agriculture, urbanization, and community-led initiatives to strengthen adaptability and inclusivity

4. Digital Transformation and Governance Innovation

- Prioritize digital literacy as a core leadership competency and embrace digital transformation of governance through ICT, e-governance, fintech solutions, intelligent automation, data analytics and touchless service delivery to improve policy making
- Leverage big data, artificial intelligence, and strategic foresight tools to strengthen evidence-based decision-making, while fostering interoperability of systems and avoiding silos to enhance coordination, efficiency, and shared learning across institutions
- Ensure all digital governance initiatives are anchored on ethical principles, inclusivity, transparency, and accountability to secure public trust and guarantee sustainable impact
- Institutionalize innovations in the public service by fostering a culture of creativity, leveraging digital technologies, and encouraging collaboration across sectors to enhance efficiency, accountability, and citizen-centered service delivery

5. Regional Integration and Sustainable Infrastructure Development

- Prioritize cross-border infrastructure projects that facilitate integration, resilience, and economic diversification

- Accelerate implementation of the African Continental Free Trade Area (AfCFTA) to expand intra-African trade and market access

6. Policy Coherence

- Foster whole-of-government and whole-of-society collaboration to harmonize policies, avoid duplication, and align resources toward sustainable development
- Institutionalize integrated planning, monitoring, and accountability systems to support coherent and future-ready governance

7. Embed Strategic Planning and Foresight in Governance

- Embed explicit mandates, structured toolkits, and accountability frameworks within governance systems to strengthen anticipatory capacity
- Strengthen public service sustainability by embedding foresight and digital tools in HRM while institutionalizing transparent, competency-based succession planning for resilient and proactive workforce management
- Build resilience and adaptability of institutions to navigate “BANI” environments, marked by brittleness, anxiety, nonlinearity, and incomprehensibility, while ensuring competitiveness and sustainability

Conclusion

The 5th Strategic Leadership Seminar reaffirms that Africa’s future relies on bold and accountable leadership to turn challenges into opportunities, drive inclusive development, and strengthen the continent’s global position. By adopting systems thinking, design approaches, and mindset change, governments can build agile, citizen-focused, and future-ready public sectors that advance shared prosperity.

“Future-Ready Leadership: Turning Today’s Uncertainty into Tomorrow’s Opportunity”