

NEWSLETTER



Delegates at the official opening ceremony at KSG, Mombasa

 8th Continental Africa Public Service Day (APSD) 2021

 African Leaders Of Tomorrow Leadership Programme

 2021 Africa Human Resource Forum



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WHAT IS AAPAM ?

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

WHO ARE MEMBERS OF AAPAM

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

CATEGORIES OF AAPAM MEMBERSHIP

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

WHAT ARE THE BENEFITS FOR MEMBERS?

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

AAPAM COUNCIL

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3. Lesotho Institute of Public Administration and Management
4. Ghana Institute of Management and Public Administration
5. University of Pretoria
6. National Institute of Public Administration- Djibouti
7. Tunis National School of Administration - Tunisia

LETTER FROM THE PRESIDENT



Dr. Simon Miti

Dear Esteemed Readers, greetings from the AAPAM Executive Committee, Council and Secretariat. I am elated to present to you our 89th Newsletter Edition. I'm more than humbled to take over the mantle of leadership as the new AAPAM President following the sudden passing of Dr. Roland Msiska. I thank you all for making me feel at home. It is my honor to steer this mighty association forward. As has been our custom, this newsletter richly contains programmes and events in public administration within Africa and all around the globe.

The ongoing COVID-19 pandemic is having a profound impact on organizations across the world. The pandemic has thrown the public service and public servants into a craze, making them to not only deal with fighting its spread but trying to manage and mitigate its effects that cut across socially and economically. While it has caused a lot of havoc, on the same note, the pandemic has offered supreme opportunity to institutions and organizations to explore new innovative ways of doing things with ease. Improvised responses are seen across every sector both in Public and private making it a win for the people.

This past quarter, AAPAM and the Canadian Bureau of International Development (CBIE), AAPAM and the Institute of Public Administration of Canada (IPAC) did host a one-of-a-kind virtual leadership certificate programme which commenced in June to September 2021. The Leadership certificate programme targeted the African Leaders of Tomorrow (ALT) alumni, AAPAM Young Professionals Network (YPN) and members of PCBF. The programme aimed to impart young African leaders with knowledge and skills to further strengthen their capacity to become leaders in their

home countries, whilst promoting self-efficacy and self-confidence. Through this programme, AAPAM affirmed its position as a continental powerhouse in nurturing skills and capacity among young professionals in Africa. The programme was fully funded by CBIE.

We have continued to fortify our relationship with the African Union Commission (AUC) On 21st June 2021, AAPAM joined the African Union (AU), African States and stakeholders to celebrate the 8th African Continental Public Service Day (APSD) in Harare Zimbabwe. The day was celebrated under the theme “Building the Africa We Want through embracing an ethical culture that underpins purpose driven leadership in the Context of a Crisis”.

In August, the Association attended a roundtable on Single Currency and Fintech to Boost intra Africa trade and Enhance AfCFTA Implementation which took place in Dakar, Senegal. The conference was hosted in partnership with the United Nations Economic Commission for Africa (UNECA), Pan-African Strategic and Policy Research Group (PANAFSTRAG), and AAPAM. It focused on Trade Finance and Regional Integration in Africa, within the context of the Boosting Intra-African Trade cluster of the African Union Regional based Continental integration agenda within the Continental Free Trade Agreement (CFTA).

Over the year we have continued to strengthen our relationship with like-minded institutions and partners. On September 28th 2021, we signed an MOU in Nairobi with African Peer Review Mechanism (APRM). Through this agreement, the partner organizations agree to collaborate on joint research; seminars, conferences, workshops, and academic/professional meetings relevant to good governance, Sustainable Development Goals and Agenda 2063; that will put the CEPA principles into action as well as devise ways of supporting African capacities. Similarly, we are on the verge of signing an MOU with the African Management Development Institute Network (AMDIN). It is an organization that co-ordinates the work of public service management institutes to evaluate training and research programs targeted at improving quality standards in delivery of public service in the continent. AAPAM will continue to foster development through national, regional, and continental partnerships which are cardinal in pursuit for excellence in service delivery.

The Africa Human Resource Forum and its network of Partners presents the 2nd Edition of the premier HR gathering, The Africa HR Forum, seeks to cause a radical change in the current processes and regulations through exchanges. This year's edition will be carried out under the theme: "Reimagining talent management practices to foster workforce skills in response to the advancement in technologies and market needs". It will take place from 21st October, 2021.

Lastly, in November, AAPAM in partnership with the United Nations Department of Economic and Social Affairs (UNDESA) convened conference under the theme of Leadership, Public Service for National

Development: A Continental Approach. The conference took place at Kenya School of Government (KSG) Mombasa from 15th – 19th November 2021. The conference highlighted that public sector institutions are key to sustainable development in Africa through offering sound policy framework for promoting sustainable development.

Wishing you all a blessed festive season and a prosperous 2022.

Thank you all!

Dr. Simon Miti
AAPAM President

8th CONTINENTAL AFRICA PUBLIC SERVICE DAY (APSD) 2021

By Julie Mutunga, Programs Officer

The 8th Africa Continental Public Service Day (APSD) was co-hosted by the Government of Zimbabwe and the African Union on 21st -23rd June 2021 in Victoria Falls, Republic of Zimbabwe. The 8th Continental APSD was celebrated under the theme: *“Building the Africa we want: Through embracing an ethical culture that underpins purpose driven leadership in the context of crisis”*. The 8th Continental APSD theme was premised on the African cultural morals that value hard work, strong ethical leadership and one that accrues inclusivity and remains relevant especially in the face of a crisis such as the COVID-19 pandemic. Maintaining the COVID-19 Health and safety protocols, APSD was held in a hybrid format with champion states namely Tanzania, Congo, Rwanda, South Africa, Kenya, Namibia and the host country Zimbabwe attending the event at the Victoria Falls whilst the rest of the Member States attended on virtual forums.

In his welcome remarks, the host minister for Service, Labour and Social Welfare, Prof Mavima, underscored the importance of the APSD in raising awareness of the vital role of public servants in development, the celebrations further present an opportunity to reflect on the ways of transforming the public service to be more efficient and responsive to the needs of citizens. Representing the African Union, H.E. Amb. Osman Keh Kamara read the statement from the Commissioner for Political Affairs H.E. Amb. Bankole Adeoye. In his statement, he noted that the APSD celebrations enables public servants to reflect and receive feedback from stakeholders in order promote new initiatives for service delivery. In addressing the theme, the commissioner affirmed that the aspiration for sustainable service delivery, especially during the pandemic, was inspired by the values entrenched in the African Charter on Values and Principles of Public Service and Administration. He appealed to all Member States who are yet to ratify the African Charter to do so and deploy it as a framework to improve service delivery.

Subsequent presentations and deliberations addressed the Covid-19 crisis noting the need to focus on crisis management by entrenching robust system that are proactive and futuristic in order to protect citizens from crises. Delegates challenged public service to desist from the cultural vices such as corruption, nepotism and mediocracy which contravened the African cultural ethics of honesty and hard work.

The importance of the 4th industrial revolution and the uptake of ICT in public service ignited discussions from participants, ICTs have transformed all forms of service delivery and people's lifestyle especially in the advent of Covid-19 pandemic, the adoption of e-government through e-learning, e-filing, e-health and e-municipal services had gained prominence and acceptance in governments which had seemed to lag behind in the uptake. Presentations on this sub-theme stressed on the lessons learnt from the use of ICTs which included the efficiency, capacity building/reskilling and equipping public services with ICT tools.

Data security was discussed to be crucial to ensure privacy given the sensitivity of government information, participants stressed the need for data security laws and policies for regulation Challenges hampering the maximization of ICT gains in members states were identified as insufficient ICT infrastructure, unreliable electricity and slow mind set change Participants encouraged African governments to make adequate budgetary provision to sustain ICT and not rely on aid to address technology gaps.

Inclusivity through harnessing Arts and Culture as instruments to inform market and building demand side capacity for effective and efficient service delivery was identified as a key pillar for the achievement of the continental development aspiration. To foster this theme, participants recommended the involvement of traditional leaders in the creative and cultural sectors, mainstreaming arts and cultural education into the curricula at all levels and collaboration in the protection of intellectual property rights in Africa. Women and youth form a vital demographic especially in the Arts and culture sector, young creatives have transformed the African music and arts industry and to recognizable levels, utilized their craft to lobby for peace and socio-economic issues. Participants agreed that arts and culture must be harnessed as tools for economic development, this entails development of policies and research which build entrepreneurship skills for the creative practitioners.

In line with the core objectives of the APSD, the excellence awards seek to recognize and award positive contributions made in service delivery this year award recipients were:

Having adequately addressed the APSD theme and sub-theme, the celebrations came to a close on 23rd

June. Prof. Mavima in his closing statement thanked the participants for attending the APSD celebrations in Zimbabwe and complying with all safety protocols. He commended the nature of discussions and the quality

recommendations. Given the limited participation from member states, the minister requested to host the 9th APSD in 2023 so as to allow all member states to participate.

CATEGORY 1: BEST ETHICAL, MANAGED, ACCOUNTABLE, TRANSPARENT AND ACCESSIBLE ORGANIZATION

Position	Organization	Innovation	Country
Winner	Public Service Commission	Response to COVID -19	Zimbabwe
1 st runner-up	Ministry of Health and Child Care	Celebrating Health Care Workers in Management of COVID -19	Zimbabwe
2 nd runner-up	Zimbabwe Confederation of Public Sector Trade Unions	Championing Labour Rights for the Public Sector Works/Corrupt Free Public Sectors	Zimbabwe

CATEGORY 2: BEST INNOVATION IN CITIZEN CENTERED SERVICE DELIVERY

Position	Organization	Innovation	Country
Winner	Harare Institute of Technology	COVID-19 Ventilator/Sanitizers/Disinfections/Local Authority Digital System/ TAP Card for financial sector and ZUPCO	Zimbabwe
1 st runner-up	Public Service	HUDUMA	Kenya
2 nd runner-up	Public Service Performance Management/Performance Unit	Government Performance Contracting Information System	Kenya

CATEGORY 3: BEST YOUTH EMPOWERMENT PROGRAM

Position	Organization	Innovation	Country
Winner	Ministry of Youth, Sports, Arts and Recreation	Cultural Creative Industry	Zimbabwe

CATEGORY 4: BEST PAVILLION/BOOTH

Position	Organization	Project	Country
Winner	Public Service	HUDUMA	KENYA

AFRICAN LEADERS OF TOMORROW LEADERSHIP PROGRAMME

By Clifford Ogutu, Assistant Programs Officer



Starting in June 2021, Canadian Bureau for International Education (CBIE) in partnership with the Institute of Public Administration of Canada (IPAC) and in collaboration with the African Association of Public Administration and Management (AAPAM) and the Canadian Association of Programs in Public Administration (CAPPA) commenced a virtual certificate programme on leadership for the African Leaders of Tomorrow (ALT) alumni and young professionals from the African continent.

The African Leaders of Tomorrow (ALT) Scholarship program is a Canadian based program which awarded full scholarships to young women and men from sub-Saharan Africa, to pursue a master's degree in public administration, public policy or public finances in reputable Canadian Universities. The scholarship programme which was launched in 2015 is funded by the Government of Canada through Global Affairs Canada, and the MasterCard Foundation.

The programme is managed by the Canadian Bureau for International Education (CBIE) in partnership with the Institute of Public Administration of Canada (IPAC) and in collaboration with the African Association of Public Administration and Management (AAPAM) and the Canadian Association of Programs in Public Administration (CAPPA).

The programme registered the participation of African scholars from Canadian Universities and AAPAM Young Professionals Network. Over the course of the program, members were taken through the following themes which were divided into different sub-themes.

- Leadership essentials
- Inclusive leadership
- Transformational leadership
- Leading in times of crisis
- Leadership in the context of Agenda 2063 and SDGs 2030

During the vigorous 16 weeks session, the participants were able to fully understand various aspects of leadership which were being facilitated by African and Canadian based facilitators. The facets included:

- Solid knowledge of the most recent theories and practices in leadership in the public sector.
- Understanding the impact of diversity in organizations and learned approaches to developing innovation-fostering inclusive teams.
- Acquiring a variety of strategies for leading and inspiring teams, motivating others and resolving conflicts.
- Techniques and approaches designed for managing and leading during a crisis.
- The fundamentals of leadership and inclusive leadership.
- Traits of a transformational leader.

The scholars had the privilege of engaging through live webinars with experts and peers online. They also had opportunities to expand network prospects with peers leading in their organizations. It was also a chance to build on professional experience. The icing on the cake was the receiving of AAPAM and IPAC Certificate of Participation to the participants who had completed the various evaluations and assignments which were part of the certificate programme.

Following the completion of the programme, two things were crystal clear, current leaders have a responsibility to engage and cultivate Africa's youth for active leadership. Also, Africa's young, emerging leadership is made up of people who have a passion and vision for the continent. Utilized well, they will ensure each African country benefits from an assortment of human capital that can take the continent forward. The time for the African youth is now.

POLICY CAPACITY AND CAPABILITY IN TRADE: COOPERATION OF NATIONAL, REGIONAL AND CONTINENTAL PUBLIC SECTORS

- AAPAM Secretariat

Policy Capacity is a vast subject comprising of both theoretical as well as practical frameworks. As a theory, policy capacity is the institutional ability to marshal the necessary resources with a view of making intelligent collective choices setting up strategic directions as well as allocating and utilizing scarce resources to meet public ends. It can also be the 'weaving' function of modern governments desire to join the multiplicity of organizations and interests geared towards forming a coherent policy fabric.

Practically, Policy Capacity entails skills or competencies categorized as analytical, operational and political. Each of these involves capabilities at three different levels of individual, organizational, and systemic.

As a result, the framework has the following elements namely analytical, operational and political capacity.

Strengthening the capacities of the public sector in developing countries helps to promote their participation and integration into the increasingly complex international and regional trading systems.

Developing countries integrating in the global economy need institutional and human capacities. Actively participating in the multilateral trading system also requires institutional capacities to implement coherent trade policies, as well as human capacities to identify the country's needs and design policy accordingly.

The economic literature emphasizes that the overall policy environment is crucial if trade openness is to provide long-term beneficial effects.

Sound macro and fiscal policies that incentivize private investment and policies that promote human capital accumulation give trade policies more impetus.

"Supporting compatible and complementary policies will help aid for trade to reach its objective of using trade as a development tool".

The impact of trade reforms on both trade and economic growth will depend on compatible and complementary policies.

First, compatible policies such as an appropriate macroeconomic environment are needed to reduce

the risk of policy reversal and make trade reform sustainable.

Second, it is necessary to take steps so that firms can take advantage of new price incentives. Steps such as building infrastructure, supporting financial and banking sector development, building public and private sector capacities, and undertaking regulatory reform.

For instance, in Ghana, the Private Sector Development Strategy (PSDS) aimed to stabilize the macroeconomic environment by strengthening the financial sector, introducing new business registration procedures, developing infrastructure, and reforming the public sector, the legal system, and land and property rights.

The programme resulted in several procedural improvements that appear to have lowered the costs of doing business and expanded trade.

The Country's Trade Policy Framework was expected to provide a comprehensive policy and regulatory guideline for that country's trade and economic development policy, aligned with the overall national strategy.

In Kenya, the Business Regulatory Reform Unit was created to oversee business licenses, fees and user charges.

This entity, complemented by the elimination of burdensome bureaucratic requirements and increased dissemination of information for the private sector, led to "gains... in foreign direct investment flows, growth in local investments and business start-ups, growth in employment, and more efficient delivery of public services.

In Tanzania, Business Sector Program Support (BSPS) integrates three components to facilitate business and trade, reducing the costs of and simplifying doing of business, building human and institutional capacity to enhance the country's access to international markets (including trade negotiations) as well as facilitating access to financing for SMEs.

Its results include greater participation in negotiations and increased awareness of international trade policy.

Conclusion

The United Nations Conference on Trade and Development (UNCTAD) in 2019 undertook a myriad of thematic technical cooperation projects in a bid to

transform economies, foster sustainable development, tackle vulnerabilities, build resilience, foster economic efficiency, improve governance as well as empower people by investing in their future.

ICUBEFARM, IN COLLABORATION WITH THE MINISTRIES OF LABOR AND PUBLIC ADMINISTRATION OF EQUATORIAL GUINEA AND THE AFRICAN HR CONFEDERATION, HOSTS ITS 7TH SESSION OF THE AFRICA HR FORUM

By HR Insights Series



Human Resource Viewing Room

The Africa HR Forum continues to promote and empower HR professionals and leaders across the continent by hosting its monthly Pan-African HR event, the Africa HR Forum HR Insights Series. Continuing its efforts to render the HR Insights Series inclusive, accessible, and vitalizing, the Africa HR Forum hosted the 7th session of the HR Insights Series viewing session in Malabo, Equatorial Guinea on Friday 16th July 2021. The physical viewing session, which was held at the ICUBEFARM office in Malabo, was attended by EG HR professionals and practitioners, HR Directors and representatives of the Equatorial Guinean Government.

This interactive and highly animated HR Insights Series session was led by the eminent Dr. Dorothy Ndletyana, who is a Fulbright Scholar and senior lecturer at the University of Pretoria's Gordon Institute of Business Science. She founded and leads Ndletyana Learning, which offers Talent Management Advisory Integral Coaching and Design, Development Facilitation of deeply transformative interventions to a niche client base. Dr. Ndletyana has also published a book chapter, peer reviewed academic articles and a teaching case study and chairs two GIBS academic committees and Webber Wentzel's Empowerment Trust.

During the 7th session of the HR Insights Series, Dr. Ndletyana discussed the topic *“Talent Management and Personal Branding - what matters most?”* and in doing so explored how leaders can make the paradigm shift and how they might want to redesign talent management practices to heal and inspire the workforce.

The session was a highly interactive one, with members of the virtual and physical audience actively participating by asking questions and sharing their opinions and experiences. The Africa HR Forum seeks to establish this hybrid event across the continent due to the demand as well as data collected from the participants' survey, which is solid proof of the importance of such a platform for HR practitioners and leaders to unite and share practical knowledge and experiences which can be applied for better HR practice in their respective professional milieus.

For any inquiries send an email to info@africahrforum.com.

PUBLIC SOCIAL AND PRIVATE PARTNERSHIP IN TRADE

By AAPAM Secretariat

Public private partnerships involve collaboration between government agencies and private sector companies on designing, planning, financing, constructing and operating projects that would be regarded as falling within the remit of public sector. Public-private partnerships are a way that aids governments leverage the proficiency and competence of the private sector, raise capital, and stimulate growth. They also help allot risk within the public and private sectors to where it can best be managed and ensure that resources are extensively dispersed in tackling the most urgent development requirements.

This kind of partnership allows large-scale government projects, such as hospitals, roads, or bridges to be completed with private fundings. This partnership can either be solicited or unsolicited. Solicited partnership involves a private party making a proposal to undertake a partnership project in response to a request from the government while unsolicited one is where a private party makes a proposal to undertake a partnership project at their own initiative by submitting the proposal to the government (Willy Kenton, 2020).

This partnership works well when private sector innovation and technology combine with public sector incentives to complete work within stipulated time and within budget. In such arrangement, the private entity undertakes to perform a public function or to provide service on behalf of the contracting authority and is liable for any risk arising (Ivestopedia.com). Kenya's vision 2030 blueprint seeks to make the country an industrialized middle-income economy whilst relying on the public private partnership arrangements to achieve that goal.

The growth in public-private partnerships as a way of fulfilling public tasks in partnership between the state administration and private enterprises has been a recent development that is commendable. Lack of public funds is often put forward as a limit on state activities politically and this has been cabbed by the successful partnership between these entities. Instead of financing infrastructure projects alone, the government increasingly looks to cooperations with private investors. PPP is one expression of a strong trend towards (re)privatization, which in some countries has arisen as a result of more difficult economic conditions in recent years and the associated structural crisis in the public sector.

For example, in the Kenyan context, Kenya is developing programs to foster private sector participation in infrastructure investments to help address the funding gap in the sector. The World Bank Group has provided approximately Ksh9.8 billion to kick-start Kenya's public-private partnership programs. This has resulted in a new public private partnership law, stronger government capacity to manage private partnerships in trade, and a solid pipeline of projects in roads, health, and water and sanitation that will advance Kenya's social and economic goals.

Kenya faces weighty infrastructure-financing deficit estimated at Ksh228.6 billion annually, which constrains growth and development. Sustained expenditures of almost Ksh434.4 billion per year will be required to meet the country's infrastructural needs. With the current public debt standing at 68.6 percent of GDP, this shortage cannot be met by public resources. The country needs to mobilize the private sector and local currency to finance infrastructure needs. The World Bank Group estimates that increasing infrastructure financing could improve Kenya's per capita growth rate by three percentage points.

These partnerships have great impact, in the economic growth, for instance, it increases the net investment in some industries and that leads to a larger project growth in the specified sector. Public private partnership increases the effectiveness of projects, completes work on time or even ahead of schedule, transparency in terms of cost, reduction of life cycle maintenance and saves on cost of doing the project.

Conclusion

To reap the full benefits of a PSPP for all involved parties, it must be ensured that the clear definition of social aims and partnership process on the one hand is not outweighed by the impetus to generate and mobilize resources and finance on the other hand. It is essential for the implementation of a PSPP to preserve the partnership throughout. This means that the autonomy of the social economic partners must be protected, and they must not be brought into a position of such dependency by entering a PSPP that their autonomy is sacrificed or weakened.



The Africa Association for Public Administration and Management participated in this year's Africa Human Resource (HR) Forum which took place from 21st to 22nd October 2021. The forum's theme was "Reimagining talent management practices to foster workforce skills in response to the advancement in technologies and market needs." The theme was necessitated by new human resource Management (HRM) practices that are now being ruled by factors such as technological advances, new ways of working etc. that cannot be ignored.

The Africa HR Forum is a Pan-African conference that seeks to provide a dynamic and solutions-oriented platform for Human Resource Leaders & Practitioners across Africa to share innovative approaches that elevate industrial standards and discuss challenges associated to the Human Resource Management practice. The forum provided a perfect platform for strategic discussions on contemporary practical issues related to human capital management. It offered cutting-edge insight and identified evidence-based and experiential solutions to problems associated to HR practice.

AAPAM handled a subtheme on HRM practices in Public Administration: Trends and Lessons Learned. During the session, it was noted that COVID-19 has drastically reshaped the world of HRM. The pandemic has grandly shaken all organizations, creating a complex and challenging environment for managers and HRM practitioners, who need to find ingenious solutions to ensure the continuity of their companies and to help their employees to cope with this extraordinary crisis.

It was reiterated that the world's response to COVID-19 has resulted in the most rapid transformation of the workplace. Working

from home has become the new normal and most organizations if not all have adopted to trends such as automation, digitalization, and innovation.

It was observed that companies and institutions are at a crossroads: those that capitalize on post-COVID opportunities will find themselves in a good position to retain their talent and attract people when the situation stabilizes. By contrast, those that fail to change will be left behind, exposing their employees to increased risks of financial distress, facing layoffs and closures.

As the event came to an end, panelist after panelist emphasized that the quick adoption of new, advanced technology is the central catalyst and is likely to lead to an acceleration in the creation of new roles at the workplace. Changes in workload during the pandemic have sometimes resulted in an imbalance of resource allocation. Reskilling and upskilling can help employees move from one part of the business to another.

The forum was solely organized by AAPAM partner iCUBEARM. It is an African organization that prominently advocates for the facilitation of regional cooperation and integration, through the provision of employment opportunities and top-notch facilities for recruiters on its Pan-African professional network, www.icubefarm.com, for the development and strengthening of youth and workforce capacities.



AAPAM CONFERENCE ON LEADERSHIP, PUBLIC SERVICE FOR NATIONAL DEVELOPMENT: A CONTINENTAL APPROACH

By Clifford Ogutu, Assistant Programs Officer



Guests and Delegates at the official opening ceremony

The African Association for Public Administration and Management (AAPAM) in coloration with the United Nations Department of Economic and Social Affairs (UNDESA) organized a Leadership Conference that was hosted by the Kenya School of Government, at its Mombasa Campus, on 15th - 19th November 2021. The Leadership Conference was held under the theme: "Leadership, Public Service for National Development: A Continental Approach."

The conference drew together a total of one hundred and thirty-five (135) participants from 19 countries. The host country Kenya had the highest number of participants followed closely by Uganda and South Sudan respectively. The conference had the privilege of having representatives of AAPAM partner organizations like UNDESA, African Peer Review Mechanism (APRM), the South Africa Association for Public Administration and Management (SAAPAM) and International Institute of Administrative Science (IIAS) respectively.

The opening ceremony was officiated by Prof. Ludeki Chweya, the Director General (DG), Kenya School of Government (KSG). Prof. Chweya thanked AAPAM and UNDESA for the decision to convene the Leadership Conference that presented a platform for participants from all over Africans and beyond to exchange and share experiences and insights on the dynamic theme of "Leadership, Public Service for National Development: A Continental Approach." He invited delegates to feel at home and robustly engage the theme, sub-themes and other emerging issues.

Hon. Eric Wafukho, Chief Administrative Secretary, (CAS), National Treasury and Planning, Kenya, delivered the Keynote address. During his remarks, he appreciated the theme which he said was relevant in the context of leadership development as well as meeting the current challenges of climate change and the COVID-19 Pandemic. Dr George Scott, the AAPAM Secretary General, congratulated and welcomed delegates to the Leadership Conference.

John Kauzya from UNDESA who reiterated that innovation is the key to development in the continent. He also noted that reiterated that the relevance and need for capacities for good governance, public Administration and transformational leadership have been heightened by the 2030 Agenda and the ongoing COVID-19 pandemic. Others who spoke and gave their messages of solidarity included representatives from SAAPAM, IIAS and APRM.

The conference pulled together diverse group of experts drawn from different corners of the continent and beyond. They gave depths to issues which elicited reactions from the participants. The conference embraced plenary sessions which had panelists who enhanced the main speakers' presentations thus enriching the conference with rich supplements. During the various sessions, delegates had the opportunity to engage with the facilitators through observations, debates and insightful discussions which spiced up the quality of the conference



From Left to Right - Dr. John Kauzya of UNDESA, Prof Ludeki Chweya, KSG Director General and Dr Steve Troupin of IIAS



(L-R) Dr. Tom Wanyama, KSG Mombasa Campus Director and Dr. George Scott AAPAM Secretary General

The leadership journey series was an important innovation that added a new horizon of perspective to the AAPAM Conference format. Distinguished delegates had an opportunity to listen from unique leaders from different sectors on their leadership journey and the various milestones made. One thing that stood out was that the key to successful leadership is influence not authority. A good leader must influence others in a positive way through their service to them.

The conference focused on the following subthemes namely:

- Transformational leadership, public service, and national sustainable development: Conference
- Straightening public sector institutions for sustainable development in Africa
- 4IR, Digital technologies, E- Services for modernizing service delivery
- Securing the Future of public service through Innovations
- promoting accountability in public sector institutions and the fight against corruption in pursuit of sustainable development
- Domesticating the African Charter on Values and Principles of Public Service and Administration
- Inclusivity and diversity: Leaving no one behind
- The state of Africa Agenda 2063 and the Sustainable Development Goals (SDGs)
- Human Resource Management Promoting Leadership in the Public Sector: Trends and Lessons Learned
- Country case studies on Lessons learnt from leadership in a Pandemic

Young Professionals were also not left behind. The various representatives of AAPAM Young Professionals Network (YPN) had an opportunity to make their concerns made. They noted that they are ready to be given a space at the table. All they need is a chance to be mentored by experienced public servants to groom their leadership qualities.

It is worth noting that during the conference, Dr. John Kauzya launched his book. The book is titled “Rwanda after 1994” The book focuses on post-conflict transformational Public Administration, details governance challenges and outlines measures undertaken to address these challenges. It immensely borrows from the experiences of Rwanda.

At the conference venue, international delegates had easy time doing their covid test. The experts from the Ministry of Health were readily available to carry out the tests and delivered the results on time.

After a long week, participants had a time to unwind by the shores of the Indian Ocean at the serene Nyali Beach Hotel. Sumptuous meals were served accompanied by drinks and music. After Dinner, delegates had a chance to showcase their dancing prowess. Uganda, Kenya, South Africa, Lesotho and Botswana did not disappoint as they kept guests entertained with their thrilling moves.

The conference was officially closed by Professor Ludeki Chweya who thanked AAPAM for their commitment to transforming Public Administration in Africa and for choosing KSG Mombasa as their venue of choice. He also appreciated all guests and delegates for attending the conference.

AAPAM thanks KSG Mombasa for the great hosting.



Mr. Bernard Tumelo- Southern Africa YPN Vice President



Young Professionals Network Panelists during the plenary Session



Participants following proceedings at the conference



AAPAM PROGRAMMES 2022

Programme	Tentative Date	Venue/ Country	Partnering Institution	Target Group
6 th Edition AAPAM/ DPSA/ SPMA Seminar Series (Research Forum)	20 th -21 st January	Stellenbosch University, South Africa	DPSA	All
World Government Summit programme	January/ February	TBD	World Government Summit	All
Section of African Public Administrators (SAPA) symposium	18 th -22 nd March	Jacksonville, Florida USA	ASPA/ SAPA	Invited participants
HRM & Productivity Workshop	April	Tanzania	TBC	All
AU Declaration Implementation programme	May	Kenya/South Africa	AMDIN/AUC- STC8	Invited participants
Fourth Ethiopian Public Administration Conference	15 th -18 th June	Addis Ababa, Ethiopia	EPAA, IIAS, KU Leuven	All
CEPA/SDGs/ Agenda 2063 Implementation Programme	June	Ghana	APRM	All
Africa Public Service Day Celebrations	June	Continental		All
Leadership Programme	August	Tunisia	TBD	All
Young Professionals Seminar	September	TBD	TBD	All
41 st Roundtable Conference	December	South Africa	Department of Public Service Administration (DPSA) -South Africa/ SPMA	All


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