

AFRICAN ASSOCIATION FOR
PUBLIC ADMINISTRATION AND
MANAGEMENT (AAPAM)



ASSOCIATION AFRICAINE POUR
L'ADMINISTRATION PUBLIQUE
ET LE MANAGEMENT (AAAPM)



the dpsa

Department:
Public Service and Administration
REPUBLIC OF SOUTH AFRICA



UNIVERSITEIT VAN PRETORIA
UNIVERSITY OF PRETORIA
YUNIBESITHI YA PRETORIA

Faculty of Economic and
Management Sciences

Fakulteit Ekonomiese en Bestuurswetenskappe
Lefapha la Disaense tša Ekonomi le Taolo

The 7th Edition Research Seminar Series
**on Sustainable Development and African
Union (AU) Agenda 2063**

Theme: Leveraging Sustainable Human Resource
Management to Enhance Africa's State
Resilience in Times of Crises

Date: 30 May to 01 June 2023

Venue: Stellenbosch University, School of Public
Leadership, Cape Town, South Africa



Stellenbosch
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OFFICIAL OPENING AND FACILITATION

1. The official opening began with the singing of the South African national anthem, followed by the singing of the African Union anthem and the observance of a moment of silence.

Programme Facilitators: Dr PM Sokhela (DPSA) and Dr G Scott (AAPAM)

The seminar programme was facilitated by Dr. Patrick M Sokhela from the Department of Public Service and Administration (DPSA) and Dr. George Scott from the African Association for Public Administration and Management (AAPAM), in accordance with Annexe A, save for the following seminar programme adjustments:

- a) Dr. Ali Hamdulay, Chief Executive Officer of the Metropolitan Health Group who was added on the programme and was invited to make remarks on day one;
- b) Ms. Yoliswa Makhasi, Vice President of AAPAM: Southern Africa and Director-General of the Department of Public Service and Administration (DPSA) whose remarks were rescheduled to day two;
- c) Ms. Noxolo Kiviet, Member of Parliament and Minister for the Public Service and Administration in South Africa who was rescheduled to deliver closing remarks on day three.

DAY ONE: 30 MAY 2023

WELCOMING REMARKS

Prof. Sibusiso Moyo: Deputy Vice Chancellor: Research, Innovation, and Post Graduate Studies: Stellenbosch University

2. In her remarks, Prof. Moyo extended a warm welcome, on behalf of Stellenbosch University and the Director of School of Public Leadership, to all the participants. She emphasized that the chosen theme for the seminar series was particularly relevant given the current global context. She acknowledged the vision of Stellenbosch University and highlighted the essence of being a university, which lies in the ability to translate knowledge into practical solutions.

3. Prof. Moyo proudly revealed that Stellenbosch University is one of the top universities in South Africa, indeed Africa, and prides itself on providing a world-class environment for learning and research. She stressed the importance of Stellenbosch University's role in the African Agenda, emphasizing that the University vision aligns with the broader goals of the African continent.
4. Recognizing the potential and capacity of African researchers, Professor Moyo outlined the objectives of the seminar series, with a particular focus on capacity building for all the participants. She emphasized that Stellenbosch University believes in collaboration and expressed gratitude to the Department of Public Service and Administration (DPSA) for choosing to partner with them on this seminar series.
5. Prof. Moyo concluded her welcome remarks by expressing confidence that this partnership and collective effort would help all move forward in a practical sense, fostering collaboration and progress in line with the seminar series' objectives. With a united vision and collaborative spirit, the participants were ready to embark on a journey of knowledge sharing, capacity building, and practical solutions, she concluded.

Hon. You Wenze: Consul-General of the People's Republic of China in Cape Town

6. In his opening remarks, the China Consul-General began by congratulating South Africa for its role as the Chair of BRICS (Brazil, Russia, India, China, South Africa). He outlined South Africa's program within BRICS and highlighted that its priorities were in line with the vision of the BRICS nations. China expressed full support for these priorities and believed they would bring a new dynamic to the BRICS program.
7. Hon. Wenze reflected on the past seven years of China's leadership within BRICS, noting that it had sailed against many storms and brought stability to the turbulent international waters. He emphasized that BRICS embodies true multilateralism and focuses on areas such as security in the use of technology,

anti-drug measures, improving the global governance system for a more just and reasonable world, and ensuring people's livelihoods.

8. China, he continued, recognized the great potential of the BRICS countries in responding to the Sustainable Development Goals (SDGs) and addressing climate change. He reiterated BRICS's commitment to supporting African countries in practical cooperation across all areas. Hon. Wenze stressed the need for BRICS to foster an industrial revolution and commended South Africa for its leadership in this regard. He mentioned that many countries have applied to join BRICS and extended an invitation for countries to join and enrich the standing of the BRICS alliance.
9. Hon. Wenze expressed confidence that the upcoming BRICS Summit in South Africa would be a success and contribute to world peace and development. He shared that China has a comprehensive development program under the leadership of President Xi Jinping and highlighted the strong trade relationship between China and South Africa, with a trade volume of 56 billion dollars and over 20 billion dollars of investment, which has created 400,000 local jobs. The partnership between China and South Africa now stands at a new historical stature.
10. Hon. Wenze expressed China's readiness for more exchanges with South Africa, aiming to share experiences in poverty reduction and other areas. He emphasized the importance of deepening win-win situations and developing the real economy. China highlighted its Belt and Road Initiative as the basis for development in Africa and expressed its willingness to see more projects implemented in South Africa.
11. Recognizing that both China and South Africa are developing countries, Hon. Wenze stressed the need to strengthen solidarity to guard these common interests. He referred to China's successful National Congress and its commitment to modernization for the country's future development. The concept of modernization, including harmony between humanity and nature, is deeply

rooted in Chinese history, he said. China affirmed its dedication to looking out for the greater good of all countries as the largest developing country, aiming to contribute more positive energy to global peace through collaboration.

12. Hon. Wenze concluded by highlighting the goal of common prosperity for all countries and stated that a competent China would bring new opportunities, development, and prosperity to the international community. China firmly believed in multilateralism, echoing the words of Nelson Mandela that going solo is tough, but it is easier when people work together. He asserted that BRICS should benefit more developing countries, underscoring the alliance's commitment to inclusive growth and shared prosperity.

Hon. E.T Mudambo: Consul-General of the Republic of Zimbabwe in Cape Town

13. In her address, the Zimbabwe Consul-General began by emphasizing the importance of the African Agenda and how it shapes the aspirations of the continent. She highlighted that human resources (HR) development is central to Africa's overall development and stressed the need to empower and capacitate African people. She revealed that the COVID-19 pandemic had severely affected HR in Zimbabwe, underscoring the urgency to address these challenges.
14. Hon. Mudambo noted that silencing the guns was identified as a crucial step towards achieving success in Africa. The African Union (AU) envisions a poverty-free Africa, and Hon. Mudambo shared Zimbabwe's experience in working towards the Sustainable Development Goals (SDGs). Zimbabwe has placed devolution as a pivotal strategy for development and emphasized the country's commitment not to leave anyone or any place behind.
15. Hon. Mudambo discussed the progress Zimbabwe has made towards the 2030 Agenda and acknowledged that the COVID-19 pandemic had reversed some of the gains. She explained Zimbabwe's reporting framework, which is based on periodic evaluation, and highlighted the challenges of implementation that Africa faces. Zimbabwe's Voluntary National Reviews (VNRs) report conducted in

Victoria Falls and Harare in 2020 was described as robust, examining both successes and gaps.

16. Regarding specific SDGs, Hon. Mudambo admitted that tuberculosis remains a challenge in the health sector, with a focus on targeting women for contraceptives. She highlighted the progress made in quality education, with literacy and numeracy rates on track. She, however, acknowledged that gender equality continues to be an issue, and Zimbabwe strives to achieve higher levels in this area. Hon. Mudambo also emphasized the importance of affordable and clean energy, as well as decent work and economic growth, noting that Zimbabwe has managed to remain resilient despite challenges.
17. Industrial development and reducing inequalities were also discussed, with Zimbabwe making progress towards the targets set for SDG 10. Hon. Mudambo reported on achievements in SDG 4, which focuses on quality education. Climate change was identified as a significant challenge for Zimbabwe, as the country has been heavily impacted by cyclones.
18. Hon. Mudambo reported that Zimbabwe's Minister for Finance has been engaging with the Bretton Woods institutions to negotiate debt reduction measures. She, however, acknowledged that Zimbabwe faces inadequate resources to conduct VNRs in all local authorities due to capacity limitations.
19. In conclusion, Hon. Mudambo stressed the importance of Africa capacitating itself and moving away from the perception of being a net receiver of aid. Zimbabwe is committed to driving its own development agenda and encouraged other African nations to do the same, fostering self-reliance and sustainable growth.

Dr. George Scott: AAPAM Secretary General

20. Dr. George Scott, the Secretary General of African Association for Public Administration and Management (AAPAM), began his remarks by inviting all the guests to the Seminar series. On behalf of AAPAM, he expressed his distinct honour in welcoming everyone to the event. He expressed his happiness in being

part of this research seminar series, highlighting the longstanding collaboration between AAPAM and the DPSA for the past six years. He expressed his appreciation for the partnership with Stellenbosch University, stating that they had not expected the series to come this far but were pleased that it had become an annual initiative.

21. Dr. Scott emphasized the importance of research in achieving knowledge and innovation, acknowledging that Africa has not been performing well in this regard. He stressed the need to revamp research efforts on the continent. He expressed gratitude to the South African government, particularly the DPSA, for sponsoring this program over the past six years and extended his appreciation to the Minister and the Director-General for their support. He also recognized and appreciated the central position that South Africa has played in the continent's development.

22. Dr. Scott expressed confidence that the seminar series would act as a transformative tool for research and learning, highlighting the lessons that everyone has gained from the COVID-19 pandemic and emphasizing the need to be prepared for future crises. Dr. Scott revealed that Africa faces its own unique challenges and listed several crises that the continent continues to grapple with. He further revealed that the African Continental Free Trade Area (AfCFTA), being a flagship program, is not yet fully operationalised around the continent and was happy that it is one of the sub-themes for the seminar series.

23. Dr. Scott outlined and explained the various programs that AAPAM is engaged in. He reported that AAPAM has signed agreements with Azerbaijan and has also been invited to Kazakhstan, emphasizing the lessons that can be learned from these emerging countries. AAPAM has ongoing programs with the State of Palestine and a learning institute in Singapore. He announced that AAPAM will produce a toolkit for the Committee of Experts on Public Administration (CEPA) Principles and highlighted AAPAM's ongoing work on anti-corruption.

24. In conclusion, Dr. Scott invited the participants to the AAPAM Annual Roundtable Conference to be held in Zambia in December 2023 and the Leadership Conference in Mombasa, Kenya, in September 2023. He challenged participants to make the seminar fruitful and emphasized that the resolutions developed during the event would shape the trajectory of Africa's development. With a shared commitment to research, innovation, and transformative change, the participants were encouraged to engage in meaningful discussions and collaborative efforts to drive Africa's progress.

Dr. Ali Hamdulay, Chief Executive Officer (CEO), Metropolitan Health Group

25. Dr. Hamdulay, CEO of Metropolitan Health Group, greeted and welcomed everyone to the esteemed gathering. He shared the history and mission of Metropolitan Health, as well as the services it provides to millions of South Africans. Metropolitan Health Group, he said, has been at the forefront of delivering comprehensive healthcare solutions for many years. The Company has a deep understanding of the vital role that health plays in the lives of individuals and communities. With approximately six million South Africans employed and insured by medical schemes, Metropolitan Health Group recognizes the importance of accessible and quality healthcare services for all.

26. He explained that the primary function of Metropolitan Health Group which is to ensure the well-being of its members. He added that the Metropolitan Health Group is committed to providing comprehensive and innovative healthcare solutions that address the diverse needs of its clientele. The Company, he noted, was proud to be involved in various programs, including the ongoing work in the field of HIV. Through these initiatives, the company aims to improve the health and overall quality of life for those it serves.

27. Furthermore, the Company firmly believes in incentivizing health programs. Its goal is not only to provide healthcare services but also to promote a culture of well-being within organizations. The Company, he explained, desires that an employee is healthier and happier, and actively support initiatives that foster a proactive approach to personal health.

28. Metropolitan Health Group proudly serves a broad spectrum of clients, including esteemed organizations such as the South African Police Services and Transnet. With branches spread across Africa, the Company is committed to extending its reach of providing healthcare solutions to individuals and communities across the continent.
29. Dr. Hamdulay explained that through partnership with the DPSA, the Company ensures that its members have access to professional expertise and enjoy the full range of available services. The Company is grateful to this partnership, which allows Metropolitan Health Group to enhance its members' experience and contribute to their overall well-being.
30. Dr. Hamdulay expressed delight to announce that Metropolitan Health Group was proud to sponsor these important initiatives and promise to continue its support in the future. The Company, he said, understands the value of collaboration and the positive impact it can have on healthcare outcomes. Together, we can work towards a healthier and more prosperous South Africa.
31. Dr. Hamdulay concluded by expressing gratitude to all for joining the seminar series discourse. He looked forward to engaging in meaningful discussions and forging new partnerships that will benefit the well-being of all South Africans and Africa at large. He called on participants to move forward with a shared commitment to improving healthcare and making a positive difference in people's lives.

Professor Themba Mosia, Vice Principal: Student Life, University of Pretoria

32. Prof. Mosia took the floor to provide insights into the university's local and international contributions, with a particular focus on the Faculty of Economic and Management Sciences. Acknowledging the challenges faced by Africa despite its potential as one of the best continents in the world, Prof. Mosia highlighted the importance of sustainability within the university. He emphasized that our societies are currently grappling with numerous challenges and urged the need for incremental progress.

33. Prof. Mosia noted that the University of Pretoria has a culture of not saying much but has played many roles within the institution and society at large. He opined that the chosen seminar theme aligns with the transformative agenda of the country. South Africa, he stated, remains one of the most unequal societies globally, necessitating the application of substantial knowledge to make a difference. He further stressed the importance of partnerships in addressing the continent's challenges, particularly insecurity.
34. Expressing pride in the University of Pretoria's impactful initiatives, Prof. Mosia highlighted the institution's commitment to sustainability by creating conditions that benefit its people and host communities. Operational sustainability is prioritized, and the university's core functions of teaching and research are integrated throughout the institution's community. He commended the impressive work of young people and referred to the 74 postgraduate programs offered within the Faculty of Economic and Management Sciences.
35. The University of Pretoria has aligned its work with the National Development Plan, Agenda 2063, and the Sustainable Development Goals 2030 (SDGs), he revealed. He then reiterated the institution's commitment to sustainability and the reimagining of the university's role for the betterment of society. Despite the overwhelming challenges faced by society, he stressed the importance of persevering and striving for sustainable solutions.
36. Prof. Mosia discussed the changing student profile at the university, with 59% of students being black. He highlighted the university's research-intensive posture, innovation, and its transformative initiative called Future Africa, which fosters interdisciplinary collaboration and technological advancements.
37. Financial sustainability emerged as a significant challenge, resulting in a difficult situation for the university. Prof. Mosia explained the university's engagement with Parliament and the production of extensive research reports. He acknowledged the dedicated individuals in public service but also highlighted the existence of lackadaisical public servants driven solely by financial incentives.

38. Moving on to the Faculty of Economic and Management Sciences, Prof. Mosia proudly announced that it had received an international award and accreditation from the Global Institute for Business Schools, placing it among the top 6% globally. The university excels in financial services, law and economics and is committed to academic excellence in shaping the future of public administration. The school offers diverse courses and provides a solid foundation for postgraduate programs.
39. Prof. Mosia accentuated the importance of research and development, particularly in policy implementation, and urged the government to take these contributions seriously. He regarded this seminar as a crucial forum for the government to listen attentively and implement the outcomes effectively. The University of Pretoria understands the African and South African landscapes and aims to make tangible contributions through research that informs policy.
40. While acknowledging the challenges faced by universities due to government struggles, Prof. Mosia encouraged participants to give their best despite the current gloomy outlook. He concluded by expressing hope that the seminar's outcomes would be shared with the public through newsletters, allowing for greater dissemination of knowledge.

Professor Isioma Ile: University of the Western Cape

41. Prof. Ile took the opportunity to share her seven-year journey with the research seminar, highlighting its objectives and the interplay between academic work and research contributions. She expressed her excitement about the research series, which is now in its 7th edition and has a clear vision. Prof. Ile emphasized the importance of writing not just for the sake of writing but to make meaningful contributions that have a significant impact on people's lives.
42. Prof. Ile outlined the objectives of the seminar, with a particular focus on two key objectives: facilitating the strengthening of research capacities and capabilities for the achievement of the SDGs 2030 and Agenda 2063. She reiterated the

continued relevance of these objectives and the importance of academic engagement in contributing to national and continental agendas.

43. Expressing gratitude to AAPAM for their visibility on continental issues, Prof. Ile described the seminar as a beautiful place to nourish intellectual capacity. She encouraged participants to consider the aspirations of Agenda 2063 and explore how they resonate with their work. This includes tapping into the strength of African people, particularly those in rural areas, and harnessing the value of indigenous knowledge.
44. Prof. Ile highlighted that the seminar has contributed to concrete academic outcomes, including the publication of a book. She provided an overview of its contents, identifying opportunities for further contributions and the need to contextualize research to make a real impact on the resource-scarce continent of Africa.
45. The second objective discussed by Prof. Ile focused on improving knowledge of the SDGs within academia. She encouraged students, especially those pursuing PhDs and master's degrees, to incorporate African issues into their research journey. Prof. Ile stressed the importance of changing the curriculum to address Africa's pressing needs and cited the example of a young scholar whose passion for African affairs led them to explore indigenous monitoring and evaluation approaches.
46. Recognizing the potential of young scholars, Prof. Ile mentioned singled out Mr. Enos Lekala of Stellenbosch University as the youngest member of the team and underscored the need to nurture and develop these emerging researchers. She called for intentionality in developing human resources and stressed the importance of research that is contextualized and impactful.
47. Looking to the future, Prof. Ile expressed hope for the sustainability of the research seminar. She encouraged participants to strive for excellence in research papers, consider grants from the private sector, and explore the possibility of special editions or journal issues. She highlighted the progress

already made and saw ample room for further improvement in research investment and outcomes. In conclusion, Prof. Ile urged participants to maintain an Afro-centric approach in their research outputs and highlighted the importance of continuous efforts to make a lasting impact on the continent.

Professor Zwelinzima Ndevu, Director, School of Public Leadership, Stellenbosch University

48. In his remarks, Prof. Ndevu provided an overview of Stellenbosch University, its various schools and faculties, and its commitment to research, teaching, and contributing to sustainable development. He underlined the university's role in training future leaders and its engagement with the African continent. The invitation to the conference demonstrated the Stellenbosch University's commitment to fostering collaboration and knowledge exchange.

49. Prof. Ndevu highlighted the importance of the theme considering the ongoing COVID-19 crisis. He stated that over the years, there have been discussions on human resources (HR), with sustainability being a central question. It is hoped that the conclusions reached during the deliberations can be taken up by Schools of Management to further their work in this area.

50. Prof. Ndevu provided a brief history of Stellenbosch University, noting that many students come from various countries across the African continent. He emphasized the integration of the Stellenbosch University with the town and highlighted that Stellenbosch University consists of 10 faculties.

51. Speaking specifically about the School of Public Leadership, Prof. Ndevu revealed that its infrastructure was donated by businesspeople who want Stellenbosch University to contribute to government programs. He also cited the success that the SPL has had in the training public servants, politicians, and other individuals in fields related to public governance, leadership, and sustainable development. He highlighted that 80% of the students in these programs come from Africa.

52. Prof. Ndevu explained the vision of Stellenbosch University, highlighting its role in the African continent, which is supported by a clear mission. He pointed out that the university has many alumni who contribute to elevating the reputation of the school. He also highlighted the involvement of students in sustainable communities both nationally and internationally, and the vibrant student exchange program the Stellenbosch University offers.

53. In outlining the available courses on the campus, Professor Ndevu emphasized that Stellenbosch University regards itself as a leader in research, which informs teaching practices. He concluded by extending an invitation to the delegates to attend the 17th International Winelands Conference, scheduled to take place on 16-18 October 2023.

Professor Kgothatso Shai, President, South African Association of Public Administration and Management (SAAPAM)

54. Prof. Shai, a political science professor at the University of Limpopo, representing the South Africa Association of Public Administration and Management (SAAPAM), began by congratulating Stellenbosch University for successfully hosting the 7th Research Seminar. He highlighted SAAPAM's mission, which focuses on promoting good governance and improving service delivery. SAAPAM is an independent, non-profit, voluntary organization that values different forms of collaboration and partnership to foster shared policy perspectives.

55. Prof. Shai invited researchers to submit articles to SAAPAM's journal and explained SAAPAM's flagship book fair event that captures experiences from political leaders. Regarding the seminar's theme, he recognized the importance of this continental initiative, emphasizing the need for continuity, convergence, and comparison to align with Africa's vision. He stressed that the sustainability of human resources (HR) is crucial for the continent's agenda, especially during times of crises.

56. Expressing concern regarding dysfunctional universities, Prof. Shai highlighted the unethical conduct within the higher education system and how this reflects

poorly on the education sector's reputation. He stressed that there is no alternative country or continent to turn to except for Africa, hence the need for African people to strive towards achieving better governance outcomes. He acknowledged that universities in South Africa struggle to fix their HR component, which hinders their ability to serve as leaders of society.

57. Quoting former President Thabo Mbeki, who said that a lion should be judged by its bite and not its roar, Prof. Shai underlined the importance of mobilizing the few remaining individuals in higher education who uphold high standards. He revealed that SAAPAM has taken practical steps to prioritize this conversation and ensure that the thinking and work of the seminar's participants inform their initiatives. Prof. Shai concluded by announcing that SAAPAM will host its annual conference from 25 to 29 September 2023 at Birchwood Hotel in Ekurhuleni, South Africa, extending an invitation to all interested parties to attend.

Discussions, Observations and Responses

58. Mr. Pius Joseph, a delegate from Tanzania who works in the telecommunications industry, reflected on his employer's mandate to ensure connectivity in rural areas of Tanzania. He stressed the importance of digitalization in service delivery as a key factor in achieving sustainable development and promoting human resources. To ensure sustainable development and empower the people of Tanzania, the government strives to decentralize development initiatives.

59. Mr. Joseph explained the target of connecting 15 million people in rural areas through broadband services. In the context of the seminar's discourse, he expressed the belief that Africa, as a unified continent, presents a great opportunity to align human resources towards achieving sustainable development. He emphasized the need for individuals to join forces, leveraging their common goals and capacities, to ensure that development spreads and touches all citizens.

60. Referencing to Agenda 2063, Mr. Joseph emphasized that countries and institutions cannot achieve their objectives without reliable coordination and

building strong networks. He highlighted the importance of the continent working collectively to bring development directly to the people, ultimately improving their welfare and quality of life.

61. Ms. Gcino Mlaba, representing South Africa, conveyed warm greetings to all the delegates and introduced herself as the Director of the APRM (African Peer Review Mechanism). She emphasized the significance of youth development in the success of the Sustainable Development Goals (SDGs) and Agenda 2063. Ms. Mlaba highlighted the importance of leveraging existing networks to share ideas and avoid reinventing the wheel, thereby advancing progress effectively.
62. Lastly, Ms. Mlaba emphasized the critical issues of ethics and accountability, which were underscored by the various resource persons in the seminar. She recognized the need for technical competence and emphasized the importance of maintaining high ethical standards to achieve the goals set forth in the SDGs and Agenda 2063. By focusing on youth development, leveraging networks, and prioritizing ethics and accountability, Ms. Mlaba aimed to contribute to the overall success of the seminar and the broader development agenda.
63. Dr Scott expressed his heartfelt appreciation to all the participants who took the time and effort to attend the seminar, particularly those who travelled from different countries. He acknowledged the valuable contributions and insights shared by the presenters, highlighting their role in enriching the discussions and promoting knowledge exchange. He expressed gratitude to the team responsible for handling the logistics and ensuring the smooth organization of the seminar. Their efforts behind the scenes were recognized and appreciated for creating an environment conducive to productive engagement and learning.

Ms Yoliswa Makhasi, Vice President of AAPAM: Southern Africa and Director General: Department of Public Service and Administration (DPSA)

64. Ms. Makhasi commenced her input by explaining that she is wearing two hats at the seminar, one as the Vice President of AAPAM, Southern Africa, and the other as the Director General of DPSA. She warmly welcomed all the guests to South Africa and extended apologies on behalf of the Minister who could not attend the event on day one. She expressed her deep appreciation for the presence of the resource persons and delegates at the seminar.
65. Highlighting the long-standing relationship between AAPAM and DPSA, Ms Makhasi acknowledged the 7-year collaboration on the seminar series, which has become a significant platform for knowledge exchange. She referenced the 2022 AAPAM Conference, which focused on Africa's Renewal in the Era of Sustainable Development and emphasized the shared responsibility of strengthening institutions.
66. Ms. Makhasi appreciated that the seminar's theme aligns with the recommendations of the 41st AAPAM Roundtable Conference (RTC), emphasizing the importance of strengthening human resources to achieve the Sustainable Development Goals (SDGs) and Agenda 2063. She acknowledged the challenges faced by governments in the past year and expressed satisfaction that the conference provides an opportunity to share experiences with academia.
67. Reaffirming commitment to its mandate, Ms. Makhasi revealed that the AAPAM Executive Council Meeting (ECM) leadership has implemented a multi-pronged response to address issues. She cited the Palestinian training program, which aims to strengthen human resources and encouraged all participants to apply for admission.
68. She also announced that the 42nd AAPAM Roundtable Conference (RTC) will be held in Zambia, under the theme: "Building Resilient Societies through Effective

Governance and Public Administration in Africa: An Imperative for the Realisation of the SDGs and Agenda 2063 Aspirations” and invited all to attend.

69. In conclusion, Ms. Makhasi expressed her gratitude to partners, particularly Stellenbosch University and Metropolitan Health Group, for their support in organizing and sponsoring the seminar. She underscored the significance of collaboration and partnerships in achieving set objectives and looked forward to fruitful discussions throughout the seminar.

Mataywa Busieka (PhD): “Deploying HRM as a tool for the intergenerational cooperation and sustainable service delivery continuity in time of crisis; selected country Case Studies”

70. Dr. Busieka explained that the presentation explores how Human Resource Management (HRM) can be utilized as a tool to foster intergenerational cooperation and ensure the continuity of sustainable service delivery in times of crisis. The discussion focused on the challenges faced by a selected countries in maintaining service delivery during crises and how innovative HRM practices can address these challenges. The input also elucidated the role of HRM in promoting diversity and inclusivity in the workplace to facilitate intergenerational cooperation.

71. The presentation was prefaced by a contextual background that provided an overview of the African continent, which has faced various crises, including economic, political, and health crises, affecting service delivery. The African Union recognizes the significance of HRM in enhancing service delivery and has launched initiatives to improve HRM practices across African countries. The demographic challenges of having a young population highlight the need for effective intergenerational cooperation.

72. Dr. Busieka showcased how Egypt, Kenya, Nigeria, South Africa, and Cameroon, deployed innovative HRM practices during times of crisis. These countries have implemented various HRM practices such as mentorship programs, apprenticeships, and policies promoting diversity and inclusivity in the workplace. These have also leveraged technology to address the unique

challenges faced by different age groups, particularly during the COVID-19 pandemic. He concluded that, the five countries recognize the importance of HRM in promoting intergenerational cooperation and sustainable service delivery continuity, though the specific strategies employed may vary.

Dr. Sizo Nkala, University of Johannesburg, Centre for Africa China Studies

73. Dr. Sizo Nkala's presentation focused on the significance of BRICS and its potential as an alternative voice in global affairs. BRICS, comprising Brazil, Russia, India, China, and South Africa, represents regional powerhouses with a substantial population, GDP, land surface, and control over global trade. The upcoming 15th BRICS Summit in South Africa coincides with multiple crises such as climate change, conflicts, economic recession, and food security.

74. Dr. Nkala highlighted the crisis of state resilience, particularly in Africa, evidenced by the COVID-19 pandemic and other challenges. He emphasized the need for partnerships and discussed key areas for action. Addressing climate change and promoting a just transition requires resilient states with attributes like state capacity, social cohesion, and inclusiveness. Transforming education and skills development is essential for enabling states to adapt and recover. The African Continental Free Trade Area (AfCFTA) was identified as a potential game changer for economic resilience through regional value chains and diversification.

75. Dr. Nkala pointed out that post-pandemic recovery should incorporate lessons learned, guided by the 2030 Agenda on Sustainable Development. He underscored the importance of multilateralism and global governance, emphasizing the role of institutions in coordinating crisis responses and advocating for reform to ensure fairness. Women's empowerment was singled out as crucial for state resilience, as women inclusion contributes to national welfare and poverty eradication.

76. He concluded by stressing the significance of state resilience, outlined key areas for action and collaboration, and underscored the importance of partnerships,

reform, and empowerment in addressing global challenges at national and international levels.

DISCUSSIONS, OBSERVATIONS AND RESPONSES

77. During discussions, participants emphasized the crucial role of human resources in the effectiveness of technology and the need for state resilience. They recognized that developing the youth is vital for the future of the public service. Concerns were, however, raised regarding whether HR functions in organizations are facilitating agility, talent growth, and creating a conducive employee experience.
78. A shared concern emerged regarding the inadequacy of HR functions in driving change and promoting resilience in organizations. Participants pointed out that many HR departments lack qualified and innovative staff, hindering their ability to act as change agents. Safeguarding state resilience became a key topic of inquiry, with participants seeking insights on how to achieve it.
79. Further interventions acknowledged that political instability contributes to the categorization of many African countries as failed states. To address this, participants agreed that building a democratic culture, ensuring good governance, and establishing the rule of law are essential components for state sustainability.
80. The question of harmonizing HR for sustainability in Africa was raised, and it was noted that the AU has various frameworks, such as the African Charter on Values and Principles of Public Service and Administration, that can serve as anchors for HR sustainability. Delegates also highlighted the importance of a multi-sectoral approach to state resilience and expressed concerns on the adequacy of budgetary allocations for programs like nutrition, which are crucial for long-term sustainability.

Dr. Meron Okbandrias and Prof. Isioma Ile, University of the Western Cape: “A critique of leadership considerations for the effectiveness of South African “Smart” Cities”

- 81.** Dr. Okbandrias and Prof. Ile presented a comprehensive critique of leadership considerations for the effectiveness of South African "Smart" Cities. They aimed to share insights from their research, which involved data collection from Cape Town, Johannesburg, and Durban through surveys and interviews with municipal officials and residents.
- 82.** The researchers emphasized that the deployment of information and communication technology (ICT) in cities should focus on improving services and citizen welfare, rather than simply adopting ICT technologies for the sake of it. They highlighted that globally, cities recognize the importance of digital innovation in back-office processes and service delivery.
- 83.** In terms of the current smart cities' environment in Africa, it was noted that African cities, including South African cities, are making progress in their smart city initiatives. The understanding and progress are, however, uneven across the continent. The Institute for Management Development (IMD) identified five African cities as the smartest, with four of them located in Northern Africa. Countries like Egypt, Algeria, South Africa, Rwanda, Nigeria, Kenya, and Ghana are leading the charge. Despite this progress, there is a disjointed approach to making cities smart, and there is a need for better coordination and communication among cities.
- 84.** In the South African context, the researchers observed that cities are working on their own smart city agendas without a national platform for exchanging ideas and best practices. The lack of national coordination hinders the effective implementation of smart city initiatives. The need for leadership at different levels was underscored, including city-level leadership to provide vision and effective communication, national-level leadership to establish a national strategy and coordination, and leadership from civil society.

85. Several emerging insights and challenges were identified. These included the need to adapt to the changing landscape of smart cities, tackle issues of privacy and data ownership, address legacy infrastructure and current socio-economic challenges, bridge the digital gap, invest in skills development, and ensure sustainability.

86. Dr. Okbandrias and Prof. Ile concluded their presentation by highlighting critical leadership elements and values for successful smart cities. These elements included providing a clear vision for cities in the next 10 years, aligning policies with sustainable development goals and national agendas, effectively communicating the vision to communities, establishing coordination strategies and best practices, fostering collaboration and joint initiatives, and developing a common open data strategy.

Dr. Norman Nhede, Senior Lecturer, School of Public Management and Administration (SPMA), University of Pretoria: “The role of leadership in sustaining state resilience: Theme: *Leveraging Sustainable Human Resource Management to Enhance Africa’s State Resilience in Times of Crises*”.

87. Dr. Nhede delivered a presentation on the importance of resilient leadership for state resilience. He emphasized that strong leadership is necessary to effectively respond to unexpected changes and thrive in turbulent times. Resilient leaders possess the ability to anticipate and adapt to changes, establish effective systems of command and collaboration, and align plans with available resources. They sustain their energy levels, cope with disruptions, and overcome difficulties without resorting to harmful behaviour. By utilizing their resources and skills, resilient leaders can navigate challenges and contribute to state resilience, ultimately benefiting their organizations and nations.

88. Dr. Nhede introduced the concept of state resilience, which refers to a country's capacity to prepare for, manage, and recover from crises. He discussed various crises such as the COVID-19 pandemic, climate change, and economic challenges, underscoring the need for leaders to exhibit resilience in these circumstances. The presentation underlined the role of leaders in promoting adaptive resilience and the importance of factors like effective leadership,

collaborative approaches, and a commitment to collective learning. Overall, the presentation emphasized the need for resilient and adaptive leadership in Africa to address the region's challenges and foster state resilience.

Dr. Rozenda Hendrickse, Senior Lecturer, School of Public Management and Administration, University of Pretoria: “Professionalising the South African public service towards attaining the United Nations’ Sustainable Development Goals 2030”

89. Dr. Hendrickse explained that the National Framework Towards the Professionalization of the Public Service serves as a recalibration tool to address challenges such as service delivery protests, corruption, and inadequate infrastructure. The paper, she added, aims to investigate the extent to which professionalization, specifically through the training programs offered at the National School of Government (NSG), can contribute to achieving the SDGs, the AU's Agenda 2063, and South Africa's National Development Plan (NDP) 2030.

90. Dr. Hendrickse outlined the theoretical foundations and rationale behind professionalization in the public sector and studied experiences from other countries. She studied training programs offered at the NSG and their connection to professionalization, more particularly an explicit focus on the SDGs within these programs. She concluded by underlining the interconnection between a professionalized and capable public sector and the achievement of the SDGs. It suggests that the South African government should embed the SDGs, Agenda 2063, and the NDP goals into the training programs offered at the NSG to drive sustainable development and address poverty, inequality, and environmental challenges.

DISCUSSIONS, OBSERVATIONS AND RESPONSES

91. During the discussions, participants highlighted the need to focus not only on the resilience of institutions but also on the resilience of individuals within the public service. Research findings revealed that many public servants face challenges, including the impact of the COVID-19 pandemic and mental health issues. The importance of street-level bureaucracy was stressed, and a case study on the resilience of public servants at the local level was presented. The role of universities in preparing public servants was also discussed, with participants

exploring how resilience can be integrated into the academic curriculum and shared knowledge disseminated.

92. Participants also highlighted the need for momentum in building partnerships, which is regarded to be a missing link in government. Participants also stressed the importance of inculcating agile leadership into the culture of the public service. It was noted that the South African National School of Government is considering incorporating these elements into their curriculum, presenting an opportunity for further integration of resilience and SDGs in professionalization efforts.

93. Resource constraints were raised as a challenge in addressing issues related to state resilience. Participants acknowledged the reality that African countries often have limited influence on global monetary matters. Another participant stressed the importance of individual resilience and the need to provide opportunities for capacity building. Concerns were raised regarding the use of specific types of technologies for smart cities, particularly those sourced from China, which raised security concerns.

94. The discussions sessions brought attention to the lack of values and ethics in the public service. Although ethics training exists, its impact was deemed limited, and it was suggested that training should be an ongoing process considering the evolving challenges and changing conditions. The question of decentralization for public servants and the potential benefits it could bring was also raised.

95. In response, the role of universities in professionalization was acknowledged, and the need for continuous ethical training and development recognized. The issue of resources was identified as an ongoing challenge, both for the AU and individual countries, which highlights the importance of resource management. The importance of digitization at all levels of government, including local government, was emphasized.

96. Data privacy concerns were raised in relation to national security and other considerations. It was suggested that building capacity in technology should

involve supporting young people through start-ups and prioritizing the careful selection of technologies for smart cities based on factors such as type, quality, price, and security. Lastly, the significance of mental wellness for the resilience of public servants was emphasized, and it was noted that many African countries have implemented decentralization programs. Integration of specific SDGs into the curriculum for public servants was also acknowledged as a possibility for advancing the SDG agenda.

Professor Aregbeshola Adewale, University of South Africa (UNISA): “Enhancing Africa’s Resilience in times of Crises: A Case Study from ‘Africa We Want’ Agenda 2063 Aspirations”

97. Prof. Adewale began his presentation by quoting former South African President Thabo Mbeki's vision of "The Africa We Want." He noted that Agenda 2063 and the SDGs play a crucial role in shaping this vision. He went on to outline the critical path to the creation of the AU and discussed the next agenda for the organization.

98. Prof. Adewale highlighted the significance of Africa's natural reserves, which, when combined, surpass the size of India. He, however, questioned why Africa has not yet achieved "The Africa We Want" since the transition from the Organization of African Unity (OAU) to the AU, attributing this failure to state fragility. He stressed the need for prioritizing the development agenda and focusing on issues such as food security and unemployment.

99. Prof. Adewale also referenced President Museveni's example of Uganda's bumper harvest, which went to waste due to a lack of storage facilities. He underscored the importance of documenting the capabilities of African countries to learn from each other and suggested that sensitization could be a way to achieve this.

100. In conclusion, Prof. Adewale asserted that transformational adaptation is a means to building resilience. He underpinned the significance of building resilience at the individual, organization, and system levels to weather current and future challenges.

Ms. Sara Hamouda, Continental Governance Program: Monitoring and Evaluation (M&E) Directorate, African Peer Review Mechanism (APRM) Continental Secretariat. “A critique of Resilience in SDGs and Agenda 2063: A case study on APRM efforts to promote resilience in the Global South”

101. Ms. Hamouda delivered a comprehensive critique on the topic of resilience in the context of the SDGs 2030 and Agenda 2063. She began her presentation by providing a brief overview of the role of the African Peer Review Mechanism (APRM) in promoting good governance and sustainable development across the African continent.
102. Ms. Hamouda went on to explain the process through which the APRM conducts reviews, emphasizing the importance of inclusiveness, accountability, and peer-to-peer exercises. She discussed the development of Country National Plans of Action, highlighting their significance in promoting resilient leadership and addressing the challenges faced by African countries on the implementation front.
103. The concept of resilience was then explored in depth, with Ms. Hamouda defining this concept as the ability to withstand and recover from shocks and challenges in economic, political, social, and operational dimensions. She compared the resilience indicators highlighted in the SDGs and Agenda 2063, accentuating the congruence between the two frameworks while noting certain unique Africa-oriented goals.
104. Ms. Hamouda underscored the relevance of resilience to the SDGs, stressing that it is not only about taking pre-emptive actions to address crises such as the COVID-19 pandemic but also about ensuring resilient development outcomes. She underscored the importance of measuring capacities when assessing resilience, highlighting the challenges faced by African health care systems during the pandemic and sharing insights from the APRM's survey on resilient National Development Plan (NDP) practices during the crisis.
105. Ms. Hamouda discussed the response of the AU and APRM to COVID-19, particularly in relation to SDG 3 (Good Health and Well-being). She stressed the

importance of stakeholder engagement in building resilience and highlighted the APRM's efforts to support civil service through advocacy and the assessment of CEPA principles in Africa. The principles of effective governance for sustainable development were presented as a framework for resilience-building. She also highlighted the APRM's engagement in South-South Cooperation (SSC) activities, showcasing the milestones achieved in promoting resilience in the Global South. The challenges of measuring resilience were acknowledged, and Ms. Hamouda concluded her presentation by emphasizing the need to strengthen the social contract in Africa as a critical step towards building resilience in the region.

DISCUSSIONS, OBSERVATIONS AND RESPONSES

106. In the discussions that ensued, participants raised various points and concerns. One participant questioned whether the aspirations discussed were achievable given the state of institutional resilience in Africa. In response, it was explained that while institutional resilience may pose challenges, nature has a way of regenerating itself. It was emphasized that climate change is not solely created by Africans, but that some of the disasters are the result of human-enabled factors and incompetence.
107. Another participant recognised the importance of climate change and urged Africa to be passionate about this and prioritize it. There was, however, a question raised about the long-term nature of Vision 2063 and whether it allows enough time to achieve the objectives, registering the concern that such a long-time frame might hinder progress.
108. Regarding the implementation of research outcomes, participants discussed the need to connect with decision makers. One participant suggested that bridging the gap between academia and practice, as done at the 7th Seminar Series, is a step in the right direction. The APRM was cited as an institution that holds a great deal of information, but the challenge lies in disseminating that information effectively.

109. In response it was explained that the aim of the APRM is to popularize its work and ensure that countries understand how it aligns with their priorities. It was acknowledged that the APRM methodologies require significant resources, which can be a hurdle to its implementation. Responding to the question of universal accession to the APRM, it was explained that progress has been made since 2016, with changes in strategy and the introduction of targeted reviews which has encouraged countries to accede to the APRM.

Dr. Halima Khunoethe: DPSA: Women Empowerment for Sustainable Development and Resilience in BRICS: Case Study

110. Dr. Khunoethe discussed the evolution of BRICS towards greater inclusiveness and highlighted the theme of women empowerment within the alliance. She underscored the focus on political participation, economic empowerment, access to education, and health for women. She stressed the importance of advancing the SDGs 2030 and the AU Agenda 2063 through women empowerment as she explained the establishment of the BRICS Women Business Alliance (WBA) in 2017 and its efforts to promote gender equity and drive positive change.

111. Dr. Khunoethe acknowledged the gender disparity in South Africa and elaborated the benefits of women empowerment. She highlighted the investments made by the government and DPSA in initiatives supporting women's empowerment, including the WBA South Africa. She outlined the planned activities, which include skills development, infrastructure development, and promoting the digital economy.

112. In conclusion, Dr. Khunoethe explained the expectation that policy recommendations would arise from the WBA initiative, further promoting women's empowerment and gender equality within the BRICS countries.

Professor Aregbeshola Adewale: UNISA: “A reflection on State Resilience: Case Study 2”

113. Prof. Adewale delivered a presentation on the model needed to measure the CEPA Principles. He discussed the system parameters, including direct and indirect measures, that are essential for assessing these principles. Prof. Adewale emphasized the significance of ethics as the most important aspect of the CEPA Principles. He raised the question of what kind of skills are needed to create resilience in Africa and whether the CEPA Principles can be utilized to achieve the desired future for the continent.

114. Prof. Adewale further explored the concept of "leaving no one behind" and explained that it entails resource consolidation rather than just resource management. He stressed the need for Africa to consolidate its resources to address challenges and harness capabilities effectively. He also highlighted the specific skills required for achieving resilience, emphasizing the importance of ethical leadership, and ensuring that only qualified individuals occupy specific positions. This input shed light on the role of the CEPA Principles in fostering resilience and the skills necessary for its successful implementation in Africa.

DISCUSSIONS, OBSERVATIONS AND RESPONSES

115. Participants highlighted the significance of toolkits for the CEPA principles in promoting inclusiveness. These toolkits were made available to member states interested in conducting self-assessments. The need for reflection on women's resilience within the WBA was underscored and the potential collaboration with APRM was welcomed.

116. The subject of ethical leadership was acknowledged, with the suggestion that this value should be nurtured from childhood to gain a better rooting. It was advised that women should be true to themselves without being constrained by societal norms and expectations. Concerns were raised regarding the potential for emerging alliances, such as BRICS, perpetuating neo-colonialism, and the need to ensure a balance between ethics and consequence management was discussed. The empowerment of young people in the innovation field was also seen as crucial.

117. In response to these points, it was suggested that efforts should be made to bridge the gap between WBA Empowerment and the APRM. Equity was highlighted as an important aspect of the work of the WBA and a clear roadmap was identified. The WBA was said to have products for which it was seeking a market, and the potential of deploying e-commerce platforms like Alibaba would be explored. The inclusion of youth and the transfer of skills were considered key components, and the signing of a charter encompassing all these aspects was deemed critical for women. Concerns were also expressed regarding the ethical

dilemma of African innovations being taken to developed countries and repackaged there.

Dr. Khalil El Gazri, Consultant and Jean Yves-Adou, Director: M & E APRM Continental Secretariat: “Leveraging HRM to Strengthen State Resilience: A Reflection on the APRM Index”

118. Dr. El Gazri, a consultant, provided valuable insights into the extended mandate of the APRM and its key attributes. He discussed the implications of the broadened mandate, particularly in relation to addressing shocks. He presented the APRM Governance Index, highlighting its rationale and objectives. He outlined the development process, which involves organization, consultation, formulation, data assessment, data collection, and Index testing. To ensure effectiveness, the APRM has operationalized five working groups in this regard.

119. Dr. El Gazri explained the development methodology and presented the criteria for selecting indicators, which prioritize citizen-centric perspectives. He also discussed the Sustainable, Resilient, and Secure Development (SRSD) pillar, which is guided by the Sendai Framework for Disaster Risk Reduction (2015-2030) and the AU Strategy for Disaster Reduction (2004). He illuminated the concept of disaster risk management for countries and discussed upcoming challenges and milestones. He explained the preference for procuring data from national sources, highlighting the importance of utilizing reliable and comprehensive information for effective governance assessment.

DISCUSSIONS, OBSERVATIONS AND RESPONSES

120. In this segment participants raised the question of what the index needs to achieve and how it can inform the required analytical tools. There was a concern that there was duplication in the index and the need for alignment. In response, it was clarified that the index is specifically designed for the APRM and not for international organizations. Suggestions were made to reduce the index indicators through statistical analyses, but it was explained that any changes must align with the mandate of the working group.

121. The importance of expert research in conducting surveys for the index was highlighted. The collaboration between the APRM and the MO Ibrahim Foundation was acknowledged as a positive partnership. It was recognised that the index is dynamic and flexible, and stakeholders should be sensitized and made aware of its purpose. The discussion also acknowledged the significance of national data in the index, but challenges were recognized in obtaining and utilizing this data effectively.

CLOSING CEREMONY

122. Minister Noxolo Kiviet, Member of Parliament and Minister for the Public Service and Administration, South Africa, graced the closing ceremony with her presence. As a mark of recognition for their active participation, Minister Kiviet personally presented attendance certificates to all the participants. Her presence and involvement added a sense of significance and appreciation to the concluding moments of the event, leaving the participants with a tangible token of their involvement and contribution.

123. In addition to presenting attendance certificates, Minister Kiviet also took the opportunity to express her gratitude and appreciation to all the partners and collaborators who played a pivotal role in making the event a resounding success. In her vote of thanks, she acknowledged their contributions and highlighted the importance of their support in organizing such a technically enriching seminar.

124. She challenged participants to translate the knowledge and insights gained during the seminar into tangible outcomes in their respective workplaces. She encouraged participants to apply the lessons learned and contribute to the advancement of their organizations and communities.

125. Finally, she wished everyone a safe journey back home and officially pronounced the seminar closed.

126. The seminar programme is found below – **Annexe A**.

AFRICAN ASSOCIATION FOR
PUBLIC ADMINISTRATION AND
MANAGEMENT (AAPAM)



ASSOCIATION AFRICAINE POUR
L'ADMINISTRATION PUBLIQUE
ET LE MANAGEMENT (AAAPM)



the dpsa

Department:
Public Service and Administration
REPUBLIC OF SOUTH AFRICA



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Faculty of Economic and
Management Sciences

Fakulteit Ekonomiese en Bestuurswetenskappe
Lefapha la Disaense tša Ekonomi le Taolo

**7th Edition AAPAM/ DPSA/ SPMA Research Seminar
on Sustainable Development Goals (SDGs) 2030
and African Union (AU) Agenda 2063**

Theme:

**Leveraging Sustainable Human Resource Management to
Enhance Africa's State Resilience in Times of Crises**

Date: 30 May to 01 June 2023

Venue: Stellenbosch University, School of Public Leadership
Bellville, Cape Town, South Africa



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Programme Facilitators: Dr. PM Sokhela [DPSA]/ Dr. G Scott [AAPAM]

Time	Agenda Item Day 1 – 30 May 2023	Responsible Person
07h45 - 08h45	Registration	All
08h45 - 09h00	Delegates seated	All
09h00 - 09h15	Arrival of guest of honor	
09h15 - 09h30	Official opening: National anthem/ AU anthem/ Moment of silence	All
09h30 - 09h50	Welcome Remarks	Prof. Sibusiso Moyo: Deputy Vice-Chancellor Research, Innovation and Postgraduate Studies Stellenbosch University South Africa
09h50 - 10h10	Solidarity Remarks by a BRICS Partner of the Republic of South Africa	Hon. Consul General You Wenze: Consulate-General of the People's Republic of China in Cape Town
10h10 - 10h20	Remarks and Introduction of the Guest of Honor	Ms. Yoliswa Makhasi: Director-General: Department of Public Service and Administration - South Africa AAPAM Vice President - Southern Africa
10h20 - 10:50	Opening Address by the Guest of Honor	Ms. Noxolo Kiviet, MP Minister for the Public Service and Administration: South Africa
10h50 - 11h05	Group photo	All
11h05 - 11h20	Mid-Morning Break	
11h20 - 11h40	Welcome Remarks	Dr. George Scott: Secretary-General: AAPAM
11h40 - 12h10	A reflection on state resilience in the context of BRICS and Africa Partnership for Mutually Accelerated Growth and Sustainable Development and Inclusive Multilateralism	Hon. Consul General You Wenze: Consulate-General of the People's Republic of China in Cape Town
12h10 - 12h40	Remarks on Capacity Building for the attainment of Agenda 2063 and SDGs 2030	Hon. Consul General E.T. Mudambo Consulate of the Republic of Zimbabwe in Cape Town
12h40 - 13h10	Remarks by the Partner Institution	Prof. Themba Mosia Vice-Principal: Student Life

		University of Pretoria South Africa
13h10 – 13h30	Summary of Proceedings	Facilitators
13h30 - 14h15	Lunch	
14h15 - 14h45	Remarks by the Host/ Partner Institution	Prof. Zwelinzima Ndevu: Director: School of Public Leadership - Stellenbosch University: South Africa
14h45 - 15h15	Remarks from South Africa Association of Public Administration and Management (SAAPAM)	Prof. Kgothatso Shai: SAAPAM President
15h15 - 15h45	Remarks on the Support to the Research Seminar objectives through the Publication of Academic Literature	Prof. Isioma Ile: School of Government: University of the Western Cape: South Africa
15h45 - 16h00	Discussion/ Comments	All
16h00 - 16h15	Summation of the proceedings	Facilitators
End of Day 1		
18h00 – 20h00	Welcome dinner	Cape Town Marriott Hotel Crystal Towers – Century City

Day 2 - 31 May 2023		
08h00 - 08h30	Arrival – Tea/ Coffee	
08h30 - 09h00	The role of 4IR in presenting multiple HRM capacity avenues for State resilience and sustainability	Dr. Mataywa Busieka: Department of Public Service and Administration (DPSA): South Africa
09h00 - 09h30	A reflection on state resilience in the context of BRICS and Africa Partnership for Mutually Accelerated Growth and Sustainable Development and Inclusive Multilateralism – An Academic/ Analyst perspective	Dr. Sizo Nkala: Centre for Africa-China Studies (CACS) University of Johannesburg Confucius Institute (UJCI) South Africa
09h30 - 10h00	A Reflection on state resilience: A case study	SPL Lecturer
10h00 - 10h30	Panel discussion/ Q&A	Dr. Mataywa Busieka Dr. Sizo Nkala SPL Lecturer
10h30 - 10h45	Mid-Morning Break	
10:45 - 11h30	Leadership development as the key anchor for State Resilience and sustenance	Prof. Isioma Ile Dr Meron Okbandrias University of the Western Cape: South Africa

11h30 - 12h00	The role of leadership in sustaining state resilience	Dr. Norman Nhede: University of Pretoria: South Africa
12h00 - 12h30	Professionalising the South African public service towards attaining the United Nations' Sustainable Development Goals 2030	Dr. Rozenda Hendrickse: University of Pretoria: South Africa
12h30 - 13h00	Panel discussion/ Q & A	Prof. Isioma Ile Dr. Meron Okbandrias Dr. Norman Nhede Dr. Rozenda Hendrickse
13h00 - 13h45	Lunch	
13h45 - 14h15	Enhancing Africa's state resilience in times of crises: A case study from the perspective of the 'Africa We Want' Agenda 2063 aspirations	Prof. Aregbeshola R Adewale: University of South Africa
14h15 - 14h45	A critique of resilience in Agenda 2063 and SDGs 2030 - A case study on APRM efforts to promote resilience in the Global South	Ms. Sara Hamouda: APRM Continental Secretariat
14h45 - 15h15	Panel discussion/ Q&A	Prof. Aregbeshola R Adewale Ms. Sara Hamouda
15h15 - 15h30	Summation of the proceedings	Facilitators
End of Day 2		
Day 3 – 01 June 2023		
08h00 - 08h30	Arrival – Tea/ Coffee	
08h30 - 09h00	Women empowerment for sustainable development and resilience in BRICS: A case study	Dr. Halima Khunoethe: Department of Public Service and Administration (DPSA): South Africa
09h00 - 09h30	A reflection on state resilience - Case study 2	SPL Lecturer: Stellenbosch University South Africa
09h30 - 10h00	Capacity building in the implementation of CEPA principles to strengthen state resilience - Case study 3	Prof. Aregbeshola R Adewale: University of South Africa
10h00 - 10h30	Panel discussion/ Q&A	Dr. Halima Khunoethe SPL Lecturer Prof. Aregbeshola R Adewale
10h30 - 10h45	Mid-Morning Break	
10h45 - 11h15	Leveraging Human Resource Management to strengthen state resilience: A reflection on the role of the APRM Index	Dr. Khalil El Gazri: Consultant and Mr. Jean-Yves Adou: Director: M&E APRM Continental Secretariat

11h15 - 11h45	Discussion/ Comments	All
11h45 - 12h00	Summation of the proceedings	Facilitators
12:00 – 12h30	Closing Ceremony <ul style="list-style-type: none"> • Certificate Award • Remarks from participant representative • Closing Remarks: AAPAM Vice President: Southern Africa • Closing Remarks by AAPAM SG 	Facilitators
12h30 – 12:45	Announcements: <ul style="list-style-type: none"> • 8th Edition Research Seminar Host • Excursion 	Facilitators
12h45- 13h30	Lunch and departure	