



94TH EDITION

AAPAM

NEWSLETTER

January 2024 - June 2024



Guests and delegates in a group photo during the opening session of the 42nd Roundtable Conference at Avani Resort in Livingstone, Zambia

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Prof George Scott



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, consultancy, conferences and awards. AAPAM membership includes governments, private sector, civil society and international organizations. AAPAM operates mainly but not exclusively in Africa.

WHO ARE AAPAM MEMBERS?

- High level public policy makers, both elected and appointed
- 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 Research

CATEGORIES OF AAPAM MEMBERSHIP

AAPAM membership consists of four categories:

- African Governments
- Corporate Members
- Individual Members
- Student Members

WHAT ARE THE BENEFITS FOR MEMBERS?

AAPAM Members enjoy the following general benefits among others:

- Free copies of our publications i.e., Journal, Newsletter and Conference Report.
- Current information on AAPAM programmes, Fellowship opportunities, scholarship opportunities.
- Enjoy exchange programmes which will enable them to visit other countries in Africa and beyond and share learning experiences.
- Get Involved, in accordance with required expertise in the Association's consultancy archives, conferences and workshops.
- Enjoy networking opportunities with their peers and leaders in the public service.
- Enhance their skills through regional and national events among others.

AAPAM COUNCIL

All Executive Committee Members

All chairpersons of National Chapters

Representatives of Corporate Members

- Uganda Management Institute
- Kenya School of Government
- Lesotho Institute of Public Administration and Management
- Ghana Institute of Management and Public Administration
- University of Pretoria
- Djibouti National School of Public Administration
- National School of Administration, Tunisia
- Representatives of Individual Members

Representatives of Individual Members

- Dr. Finlay Sama Doh
- Mrs. Gertrude Mpaka
- Dr. Teferi HaileMichael
- Abdou Meizar

LETTER FROM THE PRESIDENT



Dr John Nakabago

AAPAM - President.

Greetings from the Executive Committee of AAPAM.

It is with great pleasure that I bring you to the 94th, edition of the AAPAM Newsletter. I want to express my sincere gratitude for your unwavering support of AAPAM and its activities over the years. Your dedication is what fuels our association's success and allows us to continue making a positive impact. Your overwhelming support has enabled AAPAM to deliver on its mandate to promote best practice, excellence and professionalism in public administration and management in Africa. As we continue our journey of advancing public administration and management across Africa, this newsletter stands as a testament to our collective dedication and progress.

In this edition, we delve into a myriad of insightful articles, thought-provoking discussions, and updates from the public sector landscape. The secretariat team have shared their expertise on a wide range of topics, from the 42nd Roundtable conference, World Government Summit among other areas. These articles offer valuable insights and information that is relevant to all AAPAM members.

One of the highlights of this newsletter is a special mention on the upcoming Strong Nations for Africa Program, organized in collaboration with the Chandler Institute of Governance (CIG). This program, designed to empower public sector leaders in building resilient nations, exemplifies AAPAM's commitment to fostering excellence and innovation in governance.

Furthermore, we are excited to share success stories from our members and partners, showcasing exemplary initiatives that have made a tangible difference in Africa. This will inspire us to continue pushing boundaries and striving for excellence in public service delivery. In a very special way, I would like to appeal to our member countries to continue supporting AAPAM and its activities and programs. We have implemented concrete plans to revitalize and establish national chapters, aiming to strengthen our presence and impact at the national level.

I am delighted to announce that this year's Roundtable Conference will take place in the Republic of Uganda, the Pearl of Africa. The conference is scheduled for 26th-29th November 2024, under the theme "Agile and Resilient Public Administration for Sustainable Development in Africa." I urge you all to register for this annual conference and actively participate in this significant event.

As we look ahead, let us reaffirm our dedication to driving positive change, promoting good governance practices, and building a prosperous future for Africa. Together, we can achieve remarkable feats and create lasting impact in our societies. Thank you for your continued support and contribution to AAPAM's mission.

The 42nd Roundtable Conference:

Building Resilient Societies through Effective Governance and Public Administration in Africa: An Imperative for the Realization of the SDGs and Agenda 2063 Aspirations

- Clifford Ogutu,
Assistant Programs Officer



Her Excellency Mrs. Mutale W.K Nalumango the Vice President along side Dr. John Nakabago AAPAM President (L) during the opening session of the 42nd Roundtable conference.

The scenic Avani Resort and Hotel in Livingstone, Zambia, became the epicenter of impactful discussions and strategic collaborations during the 42nd Annual Roundtable Conference under the theme "Building Resilient Societies in Africa through Effective Governance and Public Administration: An Imperative for the Realization of the SDGs and Agenda 2063 Aspirations from December 5th to 8th, 2023. Hosted by the Government of the Republic of Zambia in partnership with the African Association for Public Administration and Management (AAPAM), this prestigious gathering attracted 550 delegates from 24 countries, including esteemed figures such as Ministers, Secretaries to Cabinet, Directors, and development partners.

The Roundtable was officially opened by Her Excellency Mrs. Mutale W.K Nalumango the Vice President of Zambia. In her gripping opening speech, the Vice President of Zambia delivered a stirring call to action, urging public administration leaders to prioritize investment in research around digital fraud, the role of Africa in the AI revolution, and technology-based security management. Emphasizing the critical need for proactive measures in combating cyber threats and harnessing the power of emerging technologies,

she highlighted the potential of innovative solutions to enhance governance, service delivery, and overall public sector performance.

Expressing gratitude to the organizing committee for selecting Zambia as the host country for this prestigious conference, the Vice President extended a warm invitation to all attendees to immerse themselves in the beauty and cultural richness of Livingstone, known as the tourist capital of Africa. She encouraged participants to take advantage of their time in Zambia to explore its natural wonders, including the majestic Victoria Falls, and to engage with local communities to gain a deeper understanding of Zambia's heritage and hospitality.

Dr. John Nakabago, the President of AAPAM delivered a warm and inclusive address, extending a heartfelt welcome to all delegates, partners of AAPAM, and distinguished guests to the vibrant city of Livingstone, Zambia. Recognizing the significance of this gathering in advancing the discourse on effective governance and public administration in Africa,

Dr. Nakabogo expressed gratitude to the government of Zambia for graciously hosting the conference and providing a conducive environment for meaningful dialogue and collaboration.

The conference underscored the critical role of governance and public administration in achieving sustainable development goals and advancing the aspirations outlined in Agenda 2063. The theme resonated with the urgent need to address challenges ranging from economic stability and social inclusion to environmental sustainability and technological advancement across the continent.

■ Conference Sessions

The conference's structure, with its refined focus on four key subthemes, steered discussions at the conference- The subthemes were:

- Strengthening the Capabilities and Aspirations of African Public Administration at both Local and National Levels
- Harnessing Africa's Diversity and Demographic Dividends for Socio-Economic Transformation: Leaving No One Behind
- Transforming Public Administration in Africa through Emerging Technologies and Innovation
- Accelerating Regional Integration through AfCFTA to Attain Agenda 2063 Aspirations

Throughout the event, discussions in plenaries, specialized and parallel sessions revolved around aligning efforts with the SDGs and Agenda 2063. These frameworks serve as guiding lights for Africa's journey towards inclusive growth, social progress, and environmental sustainability.

The conference not only provided a platform for knowledge sharing and networking but also served as a catalyst for forging partnerships and collaborations essential for driving transformative change across Africa. It brought together a diverse array of stakeholders, including government officials, policymakers, academics, and representatives from international organizations and the private sector.

This diverse mix of participants facilitated rich discussions, knowledge exchange, and the exploration of innovative solutions to pressing challenges facing the continent.

One of the key highlights of the conference was the emphasis on effective governance and resilient public administration as cornerstones for sustainable development. Sessions and workshops delved into best practices, case studies, and strategies for enhancing governance structures, promoting transparency,

accountability, and integrity in public institutions, and fostering a culture of service excellence and citizen-centricity. Participants shared insights on successful initiatives and lessons learned from navigating complex governance landscapes, showcasing actionable approaches to drive positive change at the national, regional, and local levels.

Furthermore, the conference underscored the importance of coordinated efforts across sectors and borders. Collaborative frameworks and partnerships were explored as means to address interconnected challenges such as climate change, migration, healthcare, education, infrastructure development, and digital transformation. Discussions focused on leveraging the strengths of multiple stakeholders, including government agencies, civil society organizations, academia, and the private sector, to achieve shared goals and maximize impact.

The Roundtable also spotlighted the role of technology and innovation in driving Africa's development agenda. Sessions on digital transformation, e-governance, and cybersecurity highlighted the opportunities and challenges presented by the digital revolution.

Participants explored strategies for harnessing digital tools and platforms to improve service delivery, enhance citizen engagement, promote inclusive growth, and bridge the digital divide across urban and rural areas.

■ Innovation Management Award

The Innovation Management Awards ceremony unfolded in a dazzling and exquisite gala dinner, where five finalist institutions were honored for their outstanding contributions to innovation in African public services. The awards, presented by AAPAM, celebrated creativity, ingenuity, and effective management practices that drive positive change and enhance service delivery across the continent.

Amidst the glittering ambiance of the gala, attendees witnessed the recognition of innovative initiatives that have significantly impacted public administration and governance. The awards highlighted successful innovations that have demonstrated excellence, efficiency, and effectiveness in addressing complex challenges.



Delegates follow proceedings during the Roundtable Conference

They included:

- Smart Agriculture Box initiative, South Africa – Gold
- Innovation in Hiring, Training, and Promotion, Egypt – Silver
- GBV Protection Tool, Mauritius- Bronze
- 4e-HR Project, Mauritius - Glass
- Streamlined e-Services for Passport and Visa Applications, Namibia- Glass

In a poignant moment, the late AAPAM President, Dr. Roland Msiska, was fondly remembered for his visionary leadership and dedication to promoting excellence in public administration throughout Africa. A special award was presented to his family, honoring his enduring legacy and significant contributions to the field. The gala dinner not only celebrated the achievements of the award winners but also provided a platform for networking, collaboration, and knowledge sharing among leaders, practitioners, and stakeholders in public administration. It highlighted the importance of continuous innovation, adaptive leadership,

and strategic management in navigating evolving challenges and seizing opportunities for growth and development. As the evening unfolded, the spirit of celebration and camaraderie permeated the atmosphere, reaffirming AAPAM's commitment to recognizing excellence, promoting innovation, and advancing the collective vision of building resilient and prosperous societies across Africa. As the conference drew to a close, participants were treated to an unforgettable experience exploring the rich offerings of Livingstone. The city's renowned tourist attractions provided a perfect finale to the event, leaving attendees with cherished memories and a deeper appreciation for Zambia's natural beauty and cultural heritage. From the awe-inspiring Victoria Falls, where the sheer power and grandeur of nature captivated every visitor, to thrilling game drives showcasing Africa's diverse wildlife in their natural habitats, participants embarked on a journey of discovery and adventure. The tranquil Zambezi River offered a serene backdrop for a relaxing boat cruise, allowing guests to soak in the scenic vistas and unwind amidst nature's splendors. As they bid farewell to Livingstone, attendees carried with them not only professional insights and connections forged during the conference but also treasured memories of an unforgettable journey through Zambia's iconic destinations. The conference's conclusion marked not just the end of an eventful gathering but the beginning of lasting impressions and a newfound appreciation for Africa's natural wonders.



Her Excellency Mrs. Mutale W.K Nalumango the Vice President of Zambia giving her remarks at the Livingstone Conference.

World Governments Summit Ministerial Session on Empowering Artificial Intelligence for Emerging Nations – Julie Muia, Programs Officer



Meeting Between Arab Administrative Development Organization (ARADO and AAPAM) during the sidelines of the World Government Summit, Dubai

AAPAM participated at the 8th World Government Summit held in Dubai, United Arab Emirates from 12th-14th February 2024. The WGS has progressively shaped governments through their though provoking progressive topics, engaging sessions and endless networking possibilities. This year the ministerial session delved into the topic Empowering Artificial Intelligence for Emerging Nations. The session was attended by ministers from Africa, Asia, Caribbean, Europe, Latin America as well as regional organizations representing the regions.

The session brought together stakeholders to deliberate on harnessing the potential of artificial intelligence for economic and social development as well as fostering collaborative solutions, and strategies for AI adoption in emerging nations, emphasizing education, private sector engagement, regulatory frameworks, and ethical considerations.

African Regional Perspective

On the Continental level, the African Union provides a framework for digital transformation in the Digital Transformation Strategy for Africa (2020-2030). The strategy notably builds on existing initiatives and frameworks such as the Policy and Regulatory Initiative

for Digital Africa (PRIDA), the Programme for Infrastructure Development in Africa (PIDA), the African Continental Free Trade Area (AfCFTA), the African Union Financial Institutions (AUFIs, the Single African Air Transport Market (SAATM); and the Free Movement of Persons (FMP) to support the development of a Digital Single Market (DSM) for Africa, as part of the integration priorities of the African Union.

As a guide, the strategic plan seeks to harness digital technologies and innovation to transform African societies and economies to promote Africa's integration, generate inclusive economic growth, stimulate job creation, break the digital divide, and eradicate poverty for the continent's socio-economic development and ensure Africa's ownership of modern tools of digital management, as envisioned by Africa Agenda 2063.

In line with the strategic plan, African governments have embraced AI technologies, adopting tools and technologies reflecting their socio-economic realities as well as aspirations. AI is discussed in African countries in the context of public sector reform, education and research, national competitiveness, and partnerships with tech companies.

Statistically, the uptake of AI in the continent has been relatively slow in comparison to the other continents, according to the *2023 Global AI Index*, an index which ranks AI performance based 3 indicators; investment, innovation and implementation, on a scale of 1- 100, Egypt is ranked highest in the continent with a score of 17 out of 100, with the USA leading with an impressive 100/100.

An earlier index, *the 2021 Government AI Readiness Index* indicated significant differences among African countries when it comes to how

prepared governments were to use AI with Mauritius (52.71), Egypt (49.75), and South Africa (48.24) having the highest scores. The African performance can be attributed to an array of reasons including challenges in digital infrastructure, budget constraints amid other pressing political and socio-economic challenges. Nonetheless, African countries such as Kenya, South Africa, Nigeria, Tunisia, Morocco have made commendable strides.

According to the *2023 Policy Brief on the State of AI by Strathmore University*, an abundance of technological advancements were witnessed in agriculture, health, fintech and education sectors. Cross-sectionally a comparative introspection showed that countries such as Zambia have used AI technologies to fight electoral disinformation and misinformation; those in Libya have used AI to deploy autonomous weapon systems; in Zimbabwe, they have strengthened their surveillance systems using biometrics; Zimbabwe, Tanzania, Angola, and Mozambique have deployed surveillance technologies, in some cases with biometric and facial recognition capabilities and in Kenya, Ghana, and Togo, among others, the same technology has been used to develop microlending apps, to distribute social funds, and other initiatives. Despite the fact that, digital transformation, under which AI falls under, has been lauded as the panacea for service delivery and sustainable economic development- one stone killing two birds, bottleneck abound at the policy advisory level, policy legal framework level as well as the policy implementation level. The policy legal framework on AI broadly in the African continent is coalesces around 3 goals job creation, social inclusion and sustainable development, albeit at primordial stages.

Currently, most African countries develop and regulate AI technologies through data protection laws, national AI strategies, or dedicated institutions. According to the *2023 Policy Brief*, 35 African countries regulate digital technologies through data protection laws, 3 countries, Egypt, Mauritius, and Rwanda have developed National AI Strategies, with Nigeria instituting the first Africa



Organization for Economic Co-Operation and Development and AAPAM delegation at the World Government Summit

National Center for AI and Robotics. Ethiopia, Ghana, Morocco, Rwanda, South Africa, Tunisia, and Uganda are also taking steps towards defining AI policies. Ghana and Uganda have been part of the Ethical Policy Frameworks for Artificial Intelligence in the Global South, a pilot project conducted in 2019 by UN Global Pulse and the German Federal Ministry for Economic Cooperation and Development, dedicated to supporting the development of local policy frameworks for AI.

Recommendation

- Governments that have data protection laws should implement and enforce these laws, and governments without data protection and privacy legislation should enact these laws.

In Kenya recently, a company deploying eyeball-scanning crypto project was suspended where the public would decry due to lack of payment. This scenario embodies the African reality where citizen's are preyed on due to lack of information and knowledge, no proper consent agreement documents showing how data would be handled devoid of legal jargon and finally proper agreements to define parameters for payment, if and when necessary. It is both the government's responsibility- both legal and moral- to ensure citizen's are informed in a timely, relevant and



Dr. John Nakabago, AAPAM President. Hon Amara Kallon Minister for Public Service Sierra Leone and Prof. George Scott AAPAM Secretary General during the WGS.

reliable manner. Government intervention in this case seemed to follow medial attention. Furthermore, it is also the responsibility to citizen's to protect themselves and raise alarm to relevant law keeping forces. In conclusion, there are still more questions than answers on AI, for example, should this come after digitalization or concurrently, how to ensure data protection, Cyber security, Overreliance on technology (Chat GPT), Capacity building of public administrators, Redundancy of roles- senior administrators among others. African Association for Public Administration and Management (AAPAM) lends it's support and commitment to the discourse on adoption of digital technologies including AI in the African continent. Over the years, we have designed capacity building programmes for public administrators that focus on digital transformation, innovations and service delivery and intend to scale these as a channel to advocate for institutionalization and adoption of relevant laws and strategies.

We similarly called for a renewed sense of urgency in the research of digital transformation and present the African Journal of Public Administration and Management (AJPAM) the peer reviewed journal, to promote knowledge sharing of evidence based empirical research to contribute to policy making. **Strengthening Partnership and Collaboration**

AAPAM took the opportunity presented at the WSG forum to host sideline meetings with partners as we envision to deepen continental and international collaboration. AAPAM team met with representatives from

- Organization for Economic Co-operation and Development (OECD) represented by Ms. Gillian Dorner, Deputy Director of the Public Governance Directorate and Ms. Miriam Allam, Head of MENA Governance Programme.
- Arab Administrative Development Organization (ARADO), represented by Director General Dr. Nasser Alqahtani and Dr. Hassan Diaab, Head of Strategic and Quality Management Group
- Republic of Sierra Leone- represented by Hon. Amara Kallon- Minister of Public Service and Political Affairs
- Palestinian National School of Public Administration (PNSA)- represented by Hon. Mousa AbuZaid, Chairman of the General Personnel Council and Mr. Wajdi Ziad- Executive Director of (PNSA)

Latin American Center for Development Administration (CLAD)- Represented by Mr. Alexander Lopex, Director of International Affairs.



Dr. John Nakabago, AAPAM President. Mr. Alexander Lopez Director of International Affairs - CLAD and Prof. George Scott - AAPAM Secretary General during the sidelines of the WGS

Fostering International Collaboration in Public Administration

- Clifford Ogutu,
Assistant Programs Officer



Chief Guest, Invited guests and participants during the international institute of Administrative Science (IIAS) Conference at the Kenya school of Government (KSG)

The recent joint conference organized by the International Institute of Administrative Science (IIAS) in partnership with the Kenya School of Government (KSG) marked a significant gathering of thought leaders and practitioners in the field of public administration. Held at the Mombasa campus of KSG from February 26 to 29, 2024, the conference delved into the theme of "International Collaborative Governance," shedding light on the horizontal ethos of collaborative governance research in public administration on the global stage. This approach emphasizes partnerships and knowledge exchange among countries, fostering innovative solutions to shared challenges. The conference brought together leading scholars and practitioners from across the globe to explore the future of public administration in an increasingly interconnected world. The opening ceremony was graced by the presence of the Honorable Moses Kuria, Cabinet Secretary of the Kenyan Ministry of Public Service, Performance and Delivery Management. Dr. Scott, Secretary General of the African Association for Public Administration and Management (AAPAM), delivered insightful remarks, emphasizing the importance of collaboration and shared governance

principles in driving effective public service delivery and administration across borders—setting the stage for a week of thought-provoking discussions.

The conference offered a dynamic blend of plenary sessions, panel discussions, and parallel sessions. Participants engaged in rich dialogue on a variety of topics related to international collaborative governance. These sessions not only delved into the core theme of international collaborative governance but also explored topics brought forward by various networks, including AAPAM. The interdisciplinary approach fostered rich dialogue, innovative solutions, and practical insights into addressing complex challenges in public administration within a global context.

AAPAM Showcases its Role in Advancing Public Administration

AAPAM played a pivotal role in the conference, showcasing its commitment to enhancing



Prof. George Scott, AAPAM Secretary General
giving his remarks at IAS Conference

public service and administration in Africa. The organization distributed marketing materials and conducted a compelling presentation under the theme, “The Role of AAPAM in Enhancing Public Service and Administration in Africa.” This presentation highlighted AAPAM’s initiatives, partnerships, and contributions towards building capacity, promoting excellence, and fostering collaboration among public sector institutions across the continent.

The IAS-KSG conference provided a dynamic platform for policymakers, practitioners, scholars, and stakeholders in public administration to converge, exchange ideas, and forge collaborations. Participants engaged in lively discussions, interactive workshops, and knowledge-sharing sessions that highlighted the importance of international cooperation, knowledge exchange, and best practices in driving positive change. The conference sessions delved into a wide range of topics, including innovative governance models, digital transformation in public services, inclusive policymaking, and effective leadership strategies.

Expert speakers and panelists shared insights, case studies, and lessons learned from diverse global contexts, offering valuable perspectives on overcoming challenges and maximizing opportunities in public administration.

Networking opportunities were abundant, enabling attendees to connect with peers, establish partnerships, and explore potential avenues for collaborative projects. The exchange of experiences, best practices, and innovative approaches fostered a sense of shared purpose and commitment to advancing the common goals of effective governance, transparency, and accountability in public service delivery. The conference’s focus on responsive, efficient, and inclusive public administration systems resonated with attendees, reaffirming the importance of adaptive leadership, stakeholder engagement, and continuous learning in driving sustainable development and achieving shared objectives on a global scale. The collective vision of building resilient and forward-looking public sector institutions was strengthened through the collective efforts and contributions of all participants, leaving a lasting impact on the future trajectory of public administration worldwide.

As participants departed from the conference, they carried with them not only newfound knowledge and skills but also a network of professional contacts and collaborators. The impact of the IAS-KSG conference extended beyond the event itself, reinforcing the imperative of collaborative governance in navigating complex challenges such as globalization, digital disruption, and societal expectations.

Enhancing Institutional Resilience and Information Integrity

- Julie Muia, Programs Officer

AAPAM participated at the 10th anniversary celebration of the Organization for Economic Co-operation and Development (OECD) training centre for public governance from 27th -28th November 2023 in Caserta, Italy. OECD is an international body that promotes policies to improve the economic and social well-being of people around the world and renowned for research, analysis, standards, and good practices.

The Caserta Centre is hosted by the Italian School of Administration (SNA) with the support of the Italian Ministry of Foreign Affairs and of the Department for Public Service. Since its establishment in 2012, the centre has designed and delivered capacity-building and policy dialogue activities for public officials from Middle East and North Africa (MENA) regions with plans to expand collaboration, partnership and activities in Sub-Saharan Africa, Western Balkans and Ukraine. The anniversary celebration presented an opportunity to interact with stakeholders drawn from organization with a similar mandate in the African continent to a policy dialogue and peer-to-peer learning sessions focusing on how to enhance institutional resilience and information integrity.

From the discussions, it emerged that potential avenues for government action include strengthening administrative capacities to respond to citizens' needs and building information integrity to protect public institutions against mis- or disinformation threats. AAPAM has for many years been at the forefront in support government efforts though providing relevant capacity building programmes at the national, continental and international level to enhance competence. In addressing mis- and disinformation, it was clear that good governance dictates that governments exercise accountability, transparency and inclusiveness in governance which entails providing timely,

AAPAM therefore recommends the following:

Develop	Develop the capacity and infrastructure for open governance
Embrace	Embrace ICT to support efforts
Leverage on	Leverage on demographic dividends- youth and collaboration
Develop	Develop progressive cyber security and data protection polities and regulations
Standardize	Standardize regulation in the continent to avoid weak chain links
Strengthen	Strengthen legal institutional frameworks to implement policies
Raise	Raise awareness/ civic education



accurate and relevant information to citizens. The role of information actors including traditional media and social media was examined with a shared perspective that both serve a vital role in enhancing citizen engagement and participation. It is therefore a joint responsibility of all stakeholders i.e. government, citizen, media, CSO... to develop cognitive, technical and social skills to access media content and critically analyze information as governments continuously strengthens the legal regulatory frameworks. Open government data remains cardinal for sustainable development. Timely and accurate information is vital for economic development as it informs trade and investment, especially now as Africa deepens integration through Agenda 2063 and the African Continental Free Trade Area Agreement. Lack of information integrity fosters corruption which exposes vulnerable citizens. It further leads to loss of resources and investment opportunities as well as duplication of efforts.

Emerging Public Leaders Alumni Network Gathering

- Clifford Ogutu,
Assistant Programs Officer



Guests and participants during the opening ceremony of the Emerging Public Leaders Alumni Forum in Nairobi, Kenya.

The Kenyan capital, Nairobi, played host to a momentous event from March 4th to 6th, 2024: the Inaugural Alumni Network Gathering of Emerging Public Leaders (EPL). This historic get-together marked a turning point in recognizing and amplifying the contributions of young leaders to fostering good governance across Africa. The Keynote Speaker was Ms. Rose Wachuka Macharia, MBS, Chief of Staff, Office of the Chief Justice & President, Supreme Court of Kenya. She urged the alumni to embrace accountability. She reiterated that Leaders who embrace accountability lead by example, inspiring others to uphold high standards of professionalism, honesty, and integrity. She added that they understand that accountability is not a burden but a privilege that comes with the opportunity to make a positive impact and contribute to the well-being of society.

The three-day event brought together passionate and dedicated EPL alumni from Kenya, Ghana, and Liberia. Representatives from Malawi government were also among those present as the network expands its reach to

the southern Africa nation. The forum served as a powerful platform to showcase the impactful work these young leaders are already accomplishing in their respective countries. Panel discussions and presentations highlighted their innovative approaches to tackling challenges in various sectors, from promoting transparency and accountability to driving sustainable development initiatives.

Adding invaluable expertise to the gathering was the African Association for Public Administration and Management (AAPAM). AAPAM made a presentation titled "Relationship Building: Maintaining a Pan-African Network of Fellows - The AAPAM Experience" resonated deeply with the attendees. Drawing on their extensive experience in fostering collaboration across the continent, AAPAM provided crucial insights into building and sustaining professional networks – a vital skill for young leaders navigating the

complexities of public service.

Peer Learning and Collaborative Problem-Solving

The gathering wasn't just about celebrating past achievements; it was also about building a future of collaboration. The forum actively facilitated peer learning among participants. EPL alumni had the opportunity to share best practices, exchange ideas, and gain firsthand experience on a wide range of public service issues. Discussions centered on innovative approaches to:

- Tackling governance challenges- From addressing corruption to streamlining bureaucratic processes, the forum fostered knowledge exchange on innovative solutions to common obstacles in good governance.
- Promoting transparency and accountability- Sharing successful initiatives for open communication with citizens and ensuring responsible use of public resources was a key focal point.
- Building inclusivity- Discussions explored strategies to ensure diverse voices are heard and represented in decision-making processes.
- Fostering leadership development- The importance of mentorship programs and professional development opportunities for young public servants was a prominent theme.

Empowering Youth for a Brighter Future

The Inaugural Alumni Network Gathering served as a powerful reminder of the critical role young leaders play in shaping a more prosperous and equitable Africa. By providing a platform for collaboration, knowledge exchange, and leadership development, the event empowered these emerging leaders to drive positive change and ensure their voices are heard in the public service space.

The energy, enthusiasm, and innovative approaches showcased throughout the gathering offer a glimpse into a brighter future for Africa, where young leaders play a defining role in building stronger, more effective governance structures. This inaugural event undoubtedly laid the groundwork for a vibrant and impactful network of emerging public leaders, poised to shape the future of good governance across the continent.



Ms. Juliet Amoa, Ghana Country Director facilitating a session at the alumni gathering

African Women Leadership Program (AWLP)

- Julie Muia, Programs Officer

AAPAM participated at the 5th African Women Leadership Program (AWLP) hosted by the Arab Republic of Egypt, under the National Institute of Governance and Sustainable Development (NIGSD) from 3rd - 6th March 2024 in Cairo, Egypt. AWLP is a flagship programme was launched in 2019 when Egypt held the chairmanship of the African Union. Under the leadership of His Excellency Abdel Fattah El-Sisi, President of Arab Republic of Egypt, African Women empowerment has been a constant and firm plan of action for, during and after his chairmanship of the African Union.

The 5th edition programme was held under the theme,

Collective Leadership Voice Towards an Inclusive, Equitable and Self-Sustained Africa.

The programme aims to enhance the knowledge and skills of women in both public and private sector, to amplify their organizational, leadership effectiveness as envisioned in the SDGs and Agenda 2063. The programme also provides a platform for women to network and boost their cooperation and partnership across Africa.



Dr. Hanan Razk from National Institute for Governance and sustainable Development (NIGSD) awarding a certificate of attendance to Mrs. Julie, Mutunga AAPAM Programs Officer

Deliberations ensued with Egypt sharing their experiences notably, with the Anti-corruption academy delivering training and capacity building to state organizations, and the digital transformation agenda adopted in Egypt to promote efficiency in government operations especially with the relocation of the administrative capital to New Cairo.

AAPAM delivered a presentation focusing on the transformational role of innovations through the experience of the Innovative Management Award (IMA) programme, supporting that innovation is a catalyst for public sector transformation. Furthermore, public sector institutions have the responsibility of creating a conducive environment to nurture and institutionalize innovation as well as build the capacities and competencies of administrators innovate.

Since the establishment of the IMA programme in 2012, AAPAM has witnessed an uprise in innovations.

It was noted that the historical, political and socio-economic similarities of the African continent supports the replication of innovations. It is on this premise that AAPAM innovations programmes aim to:

- Increase visibility of innovations in the continent
 - Encourage replication of innovations
 - Enhance peer learning. Share lessons learned in the process of innovation development: the cycle which includes-
 - Identification of the problem- impetus for change (bottom-up or top-down or horizontal)
 - Stakeholder engagement- partners, resource mobilization and sustainability of the innovation
 - Creating awareness- are citizens aware of the innovation
 - Impact on economic development- realized or projected

- Encourage the participation of other countries in the IMA programme to showcase their innovations

To further strengthen the role of women in spearheading innovations, AAPAM recommended the following;

1. Promote a Culture of innovation
2. Partnership and Collaboration
3. Recognition and Awards: public recognition, rewarding and celebrating innovation
4. Protection of Intellectual Property: the protection of innovations benefit the individual, institutions and the country
5. Leadership: committed, high level leadership that has capacity to prioritize innovation and set the pace for recognition
6. Research and sustainability: Research supports the public service to understand the environment and design innovative interventions to cope with new situations.
7. Capacity Building: continuous learning to enable employees discern changes in their work environment
8. Replication: sharing best practices and successful innovations thus expanding the benefits and impacts.
9. Resource Mobilization: need for resources to transform new ideas into services and products to improve service delivery.

10. Information and Knowledge Management: Harnessing of data and information on existing innovations. Creation of one-stop data shop

AAPAM welcomes all innovation submissions for the 2024 Innovative Management Award competition at the 43rd Roundtable Conference to be held in Kampala, Uganda.

AAPAM Champions Policy Coherence for Sustainable Development in Kenya

- Clifford Ogutu Assistant Programs Officer



Delegates during the policy coherence workshop opening ceremony

On March 25th, 2024, the African Association for Public Administration and Management (AAPAM) played a key role in a national workshop on "Strengthened Policy Coherence for Implementing the 2030 Agenda and Agenda 2063 in Africa." This significant event, held in Nairobi, Kenya, marked a crucial step towards achieving sustainable development through collaborative efforts. Dr. George Scott, Secretary General of AAPAM, actively participated in the forum, highlighting AAPAM's commitment to promoting effective governance practices throughout Africa. His remarks undoubtedly contributed to the workshop's success in fostering a collaborative spirit and a shared vision for achieving sustainable development in Kenya.

A Multi-Stakeholder Approach to Systemic Change

The workshop, a capacity-building initiative organized by the Organization for Economic Co-operation and Development (OECD) in collaboration with the African Peer Review Mechanism (APRM), brought together a diverse range of stakeholders. Co-hosted by the APRM continental secretariat, APRM/NEPAD national Secretariat, and the OECD Public Governance

Directorate, the event fostered a multi-stakeholder dialogue on policy coherence – a critical element for sustainable development success.

Strengthening Government Capacity for Integrated Policymaking

The one-day workshop focused on identifying key priorities to enhance government capacities in three crucial areas:

Addressing Synergies: Participants explored strategies to leverage the interconnected nature of the SDGs and Agenda 2063 goals. By identifying how progress in one area can positively impact others, the workshop aimed to develop a more holistic approach to policymaking.

Managing Policy Trade-offs: Recognizing that resource limitations often necessitate difficult choices, the workshop addressed strategies for effectively managing trade-offs between competing policy priorities. This will ensure that decisions maximize positive impacts while minimizing negative consequences.

Avoiding Negative Spillovers: The workshop participants discussed methods to identify and mitigate unintended negative consequences that can arise from policy implementation. A focus on joined-up thinking will help to ensure that progress in one area doesn't inadvertently create problems in another.

Building Understanding and Sharing Tools

Beyond identifying priorities, the workshop aimed to equip policymakers and key stakeholders with the necessary knowledge and tools. Through presentations and discussions, participants gained a deeper understanding of how institutional mechanisms and government tools can support integrated policymaking. This enhanced understanding will be instrumental in promoting policy coherence for sustainable development and accelerating progress towards achieving the goals of both Agenda 2030 and Agenda 2063.

The workshop concluded by outlining a series of action points to ensure continued progress in achieving policy coherence. They included.

- **Strengthen the existing national action plan:** Participants committed to working together to strengthen the existing national action plan that outlines specific strategies for achieving policy coherence in the context of Kenya's development goals.
- **Capacity Building Programs:** The workshop recommended the establishment of capacity building programs to equip government officials and other stakeholders with the skills and knowledge necessary to implement integrated policymaking practices.
- **Knowledge Sharing Platforms-** It was agreed that there was a need to establish knowledge-sharing platforms to facilitate ongoing collaboration and exchange of best practices in policy coherence.



(L) Amb Dr. Samori Okwiya Chief Executive Officer NEPAD/APRM Kenya, Prof Scott AAPAM Secretary General giving their remarks during the opening ceremony



STRONG NATIONS FOR AFRICA PROGRAMME



The Chandler Institute of Governance (CIG) and the African Association for Public Administration and Management (AAPAM) are excited to announce the second edition of the Strong Nations for Africa Program. The inaugural edition, held in 2023 with twenty-three (23) participants from across Africa was a resounding success.

The Strong Nations for Africa Program is designed to empower African public sector personnel in their endeavor to build strong nations for future generations. It provides a platform for dedicated persons committed to enhancing national governance by sharing and implementing good governance practices from both Africa and Singapore, aiming for sustainable change and lasting impact.

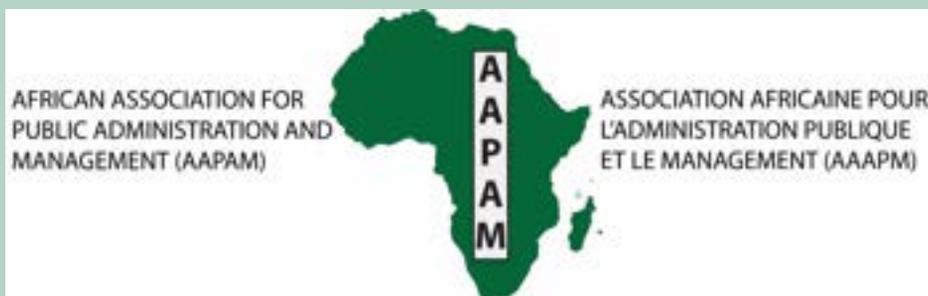
Participants in the program will engage in a variety of learning experiences, including facilitated class discussions, curated learning journeys, expert lectures, and sharing sessions. These sessions will enable participants to analyze real-world case studies, exchange best practices, and collaborate on addressing common governance challenges.

We extend a warm invitation to public sector personnel from Africa to join us in the Strong Nations for Africa Program. This is a unique opportunity to connect with fellows, learn from renowned experts, and contribute significantly to the growth and development of your nation.

For further information please visit our website: www.aapam.org



Guests and participants during the inaugural Strong Nations for Africa Program in Nairobi Kenya 2023



African Association for Public Administration Management (AAPAM) 2024 Calendar of Programmes

Programme	Tentative Date	Venue/ Country	Partnering Institution	Target Group
World Government Summit programme	12 th -14 th February	Dubai, United Arab Emirates	World Government Summit	Invited participants
International Collaborative Governance	26 th - 29 th February	Kenya School of Government (KSG), Mombasa	IIAS, KSG	All
African Women Leadership Programme (AWLP)	3 th - 5 th March	Cairo, Egypt	NIGSD	Women leaders
Policy Coherence for SDGs Workshop	25 th March	Nairobi, Kenya	APRM	Invited participants
Innovations Webinar	15 th April	Online	AAPAM	All
41 st Conference of the National Forum for Black Public Administrators (NFBPA)	3 rd - 7 th April	USA	National Forum for Black Public Administrators (NFBPA)	Invited participants
ASPA- SAPA Symposium	12 th April	Minneapolis, Minnesota USA	SAPA	Invited participants
UN CEPA Meeting	15 th - 19 th April	USA	United Nations, NY	Invited participants
Strengthening Capacities for Digital Government Transformation in Africa	30 th April	Webinar	DESA	All
Africa Public Service Day	23 rd June	National		All
8 th Edition Research Seminar on Sustainable Development Goals (SDGs) 2030 and African Union (AU) Agenda 2063	25 th - 27 th June	University of South Africa (UNISA)	DPSA	All
Women in African Public Administration Network (WAPAN) Webinar	16 th July	Online	AAPAM	All
Strong Nations for Africa Fellowship Programme	29 th July -2 nd August 19 th – 23 rd August 26 th – 30 th August	Africa Online Singapore	Chandler Institute of Governance (CIG)	Selected participants
Leadership Conference	23 rd - 27 th September	Kenya School of Government Mombasa, Kenya	KSG	All
Trainer of Trainer (T.O.T) Programme Cohort 3	TBD October	Palestine	Palestine National School of Administration (PNSA)	Selected participants
Public Lecture	October	TBD	TBD	Students
43 rd Roundtable Conference	26 th - 29 th November	Kampala, Uganda	TBD	All



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