

# NEWSLETTER

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Participants in a group photo during the opening session of the Strong Nations for Africa segment in Singapore.

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### **Prof George Scott**

AAPAM Secretariat

## **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**

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

## LETTER FROM THE PRESIDENT



Dr. John Nakabago

### Complements from the Executive Committee of AAPAM

It is with immense pride and joy that I extend my heartfelt congratulations to all of you as we release the 96<sup>th</sup> edition of the AAPAM Newsletter. This milestone is a significant achievement, underscoring AAPAM's enduring commitment to advancing public administration and management across Africa. Over the years, AAPAM has grown stronger, and this would not have been possible without the collective efforts of our members, partners, and associates. I sincerely thank each one of you for your continuous support, dedication, and contributions that have made AAPAM the strong and vibrant association it is today.

This edition is particularly special as it offers diverse and thought-provoking insights into public governance and administration. I encourage you to dive into the various articles that highlight key developments in our field:

The 8<sup>th</sup> Research Edition Seminar on Sustainable Development Goals (SDGs) 2030 and African Union (AU) Agenda 2063 provides a detailed analysis of how African public institutions are contributing towards the achievement of these vital international goals, with research-driven strategies for sustainable development.

The United Nations Public Service Forum and Award Ceremony 2024 explores innovative solutions fostered amid global challenges and highlights the public sector's critical role in fostering resilience and innovation during trying times.

The article on Digital Government Transformation emphasizes how technology is driving the 2030 Agenda for Sustainable Development and the AU Agenda 2063, underscoring the power of digitalization in transforming service delivery and governance across Africa.

AAPAM's courtesy visits to South Sudan and Burundi demonstrate our strong commitment to building partnerships with African nations and public administration bodies across the continent. Through these collaborations, we aim to enhance knowledge sharing and foster improved governance and management within the public sector.

The focus on Gender Equality and the Role of Gender-Based Budgeting brings to light the pressing need for inclusive policies that ensure the empowerment of women in public administration.

Our Strong Nations for Africa Programme continues to make strides, empowering public servants and ensuring Africa's prosperity through strong leadership, while the Strategic Partnership with Chandler Institute for Governance (CIG) aims to further enhance public administration and leadership across the continent.

In addition, we delve into the Leadership's Role in Africa's Evolving Socio-Economic and Political Landscape, a timely reflection on the leadership challenges and opportunities presented by Africa's dynamic and rapidly changing environment.

Finally, we celebrate the Emerging Public Figures in the Field of Public Policy and Public Administration, showcasing the inspiring next generation of leaders who are shaping Africa's future.

As we look ahead, I warmly welcome you to the 43<sup>rd</sup> AAPAM Annual Roundtable Conference, to be held from 26<sup>th</sup> to 29<sup>th</sup> November 2024 in Kampala, Uganda. This event promises to be a landmark gathering, bringing together distinguished practitioners, academics, and policymakers to discuss the theme "Agile and Resilient Public Administration for Sustainable Development in Africa". I encourage you all to participate actively as we continue to explore ways to strengthen public administration in Africa, ensuring we meet the challenges of tomorrow with innovation, resilience, and determination.

Once again, I thank you for your unwavering support, and I look forward to seeing many of you in Kampala!

## 8TH RESEARCH EDITION SEMINAR ON SUSTAINABLE DEVELOPMENT GOALS (SDGS) 2030 AND AFRICA UNION (AU) AGENDA 2063

*by Clifford Ogutu, Assistant Program Officer*



*Invited Guests and some of the participants pose for a group photo during the opening ceremony of the 8th research forum at UNISA, in Pretoria.*

The African Association for Public Administration and Management (AAPAM), in collaboration with, the Department of Public Service and Administration (DPSA) and the University of South Africa (UNISA) recently held its 8th Annual research seminar. The seminar, themed "A Focus on Africa's State Fragility and Resilience to Exogenous Shocks and Disasters - Sustainability Growth and Development Imperatives," took place from June 25th -27th 2024, at UNISA in Pretoria, South Africa. The gathering brought together government officials, academics, and public administration professionals, all committed to enhancing Africa's resilience through innovative governance strategies.

At the heart of the seminar was a commitment to strengthening the governance systems of African states. The keynote address by Mr. David Omozafoh, UNDP Regional Governance & Rule of Law Advisor, underscored the importance of state legitimacy in managing crises and disasters. Omozafoh emphasized that state legitimacy stems from good governance, regular elections, and the delivery of

basic services. Without legitimacy, he argued, governments struggle to effectively mitigate crises. This foundational principle guided discussions throughout the seminar, as speakers explored the critical relationship between state capacity, governance, and public trust.

Participants echoed the necessity for African states to bridge the gap between policy formulation and implementation. Tangible services that citizens can access are essential for building trust and legitimacy in governance. One major point of discussion was political and economic exclusion, where Mr. Omozafoh urged for inclusive governance that empowers all citizens, regardless of socioeconomic status. This inclusive approach was seen as key to fostering resilience, especially in the face of crises such as health epidemics and economic shocks.

### **Collaborative Efforts for Sustainability**

The seminar featured collaborative efforts between various organizations, showcasing the importance of

pooling knowledge and resources. Partners like Stellenbosch University and the University of Pretoria shared insights into innovative strategies for higher education, research, and community engagement. Prof. Sibusiso Moyo from Stellenbosch University highlighted the pivotal role that universities play in shaping future leaders while emphasizing the importance of interdisciplinary collaboration. By sharing infrastructure and knowledge with industry, universities can spur innovation and contribute to societal well-being.

Additionally, there were compelling discussions around the Open Government Partnership (OGP), which promotes transparency, accountability, and inclusive governance across 2 billion people globally. African nations, including South Africa, showcased their efforts to implement OGP action plans that enhance governance through public participation, disaster risk reduction, and climate finance reforms. These reforms were seen as critical in building state resilience to future crises.

### Spotlight on Disaster Risk Reduction and Governance

One of the seminar's key sub-themes was disaster risk reduction (DRR) and its integration into governance. Discussions here focused on the importance of increasing investments in DRR measures, especially for vulnerable communities such as small-scale farmers. Experts highlighted the urgency of developing infrastructure, irrigation systems, and microinsurance mechanisms to protect Africa's agriculture sector from the adverse impacts of climate change, including floods and droughts.

Prof. Chisasa's presentation on the capital investment needs of small-scale farmers outlined critical steps African states must take to ensure food security and sustainability. His recommendations included improved infrastructure, risk transfer mechanisms, and rural development policies that directly address farmers' needs.

Throughout the three-day seminar, one theme was clear: resilience is not merely about survival but about creating robust systems that can withstand and adapt to change. Public governance was positioned as the linchpin in building



*PhD colloquium presenters pose for a group photo with AAPAM Secretary General (Standing at the back) during the session.*

such resilience. Delegates stressed that African countries need to adopt a holistic approach to governance, where policies, legislative frameworks, and community-driven practices are aligned to foster resilience. This vision includes strengthening public service efficiency and enhancing institutional capacities.

The event also featured a PhD colloquium that delved into the philosophical and ethical dimensions of research. This session encouraged future scholars to remain conscious of the societal impact of their work, urging them to embrace inclusivity and reflectivity as part of the research process.

The seminar concluded with a powerful call to action. Participants agreed that resilience is a collective effort,

requiring partnerships across sectors, communities, and nations. Dr. George Scott, AAPAM's Secretary General, underscored the importance of continued research and collaboration to support Africa's development goals under Agendas 2030 and 2063. By leveraging platforms like AAPAM's Round Table Conference, African nations can continue to share best practices and forge partnerships that strengthen governance and societal resilience.

As the seminar drew to a close, the delegates left with a renewed commitment to building resilient governance frameworks, addressing state fragility, and ensuring sustainable growth across the continent. The future of Africa's public administration lies in its ability to innovate, collaborate, and prepare for the challenges ahead.

## UNITED NATIONS PUBLIC SERVICE FORUM AND AWARD CEREMONY 2024 FOSTERING INNOVATION AMID GLOBAL CHALLENGES: A PUBLIC SECTOR PERSPECTIVE

*by Julie Muia, AAPAM Programmes Officer*

The 2024 UNPSF was held by the United Nations Department for Economic and Social Affairs (UNDESA) in partnership with the Ministry of the Interior and Safety of the Republic of Korea from 24th to 26th June 2024, AAPAM representatives attended the forum through the partnership and support of our partner UNDESA. The forum was officially opened by Mr. Lee Sang-min, Minister of the Interior and Safety of the Republic of Korea who welcomed participants to Korea. Mr. Li Junhua, Under-Secretary-General for Economic and Social Affairs, United Nations also presented his opening remarks and a potent Keynote address was given by Mr. Ban Ki-moon, the 8th Secretary-General of the United Nations.

Over the years, the UNPSF programme has brought together government officials, policymakers, academics, young public servants, and innovators from across the world to a networking and peer learning platform credited for recognizing the best global approaches to service delivery. This year, through a series of plenary and thematic workshop sessions, the forum addressed a wide range of salient topics to strengthen the capacity of the public sector to address urgent societal challenges and promote inclusive, sustainable development. The topics

included:

- AI and the Future of Government and digital transformation
- Revitalizing Partnerships for Sustainable Development
- Gender-inclusive Leadership
- Youth in Public service and governance
- Changing Mind-sets
- Global Resilience to Disasters and Climate Change
- Strengthening Public Institutions for Climate Action

The forum agreed that public institutions ought to transform to anticipate future needs and become more responsive and adaptive to their communities. This shift called for an agile, innovative, inclusive, responsive, and adaptive public sector.

The Republic of Korea provided a perfect backdrop to address AI and digital transformation. The World Economic Forum ranks Korea among the top performers and a thought leader in digital competitiveness globally. This significant accolade is supported by a proactive and enabling policy environment that seeks to strengthen the digital ecosystem through data and products. Evidently,



*Ms. Julie Muia, AAPAM Programmes Officer giving remarks during the forum*

technologies such as AI require appropriate frameworks as well as adequate funding to ensure a seamless end-end process. Governments were encouraged to seek partnership and collaboration with other governments as well as the private sector to leverage the endless benefits of digital transformation.

Key outcomes and recommendations from the forum include:

1. AI and digital transformation can address societal issues like youth unemployment and accessibility
2. A human-centered approach to the adoption of AI should remain a priority in the public sector
3. A need to strengthen international cooperation, the spirit of multilateralism must be rekindled to address global, regional and other cross-border challenges
4. Institutional and political commitment is needed to support policy revisions, strengthened co-ordination within the national gender machinery, the establishment of inter-governmental committees, and bolstering the responsibilities and resources of gender focal point units
5. Human resource policies supporting gender equality include setting numerical targets for women's promotion to leadership roles
6. To attract young talent to the public service, governments need to rebuild the trust toward the public institutions and promote transparent recruitment by utilizing digital technology and



*AAPAM Young Professionals Network Representative Southern Africa Ms. Gcino Mlaba, AAPAM programmes Officer Ms. Julie Muia and Young Professionals Network Representative West Africa Ms. Ciata Stevens*

- innovative outreach methods to communicate with the youth
7. To help retain young public servants, strategic talent and growth management is imperative
  8. Addressing climate change and other natural disasters require cooperation among local governments, central governments, the private sector, other public entities, as well as stakeholders and charitable organizations.

### UNPSF- Award ceremony

The United Nations Public Service Awards (UNPSA) recognizes excellence in public service at the local, regional and national levels. It rewards the creative achievements and contributions of public service institutions that lead to a more effective and responsive public administration in countries worldwide. UNPSF winners 2024 Category 1 Innovations in Public Institutions:

- Brazil: Intermediation Center in Brazilian Sign Language, São Paulo City Hall
- Germany: BQ-Portal: the Information Portal for Foreign Professional Qualifications, Federal Ministry for Economic Affairs and Climate Action
- Latvia: Unified Portal for the Development and Agreement of Draft Legal Acts, State Chancellery
- South Africa: Citizen-centric Digital Transformation, Western Cape Government
- Thailand: Academic Insight into Action for Pandemic Response, Chulalongkorn University.

As part of the experiential learning, the Republic of Korea offered all participants scenic excursions that showcased historical buildings, the infamous Korea Tea ceremony as well as the industrial park. The 2025 UNPSF will be held by the Republic of Azerbaijan. Full UNPSF report available on [2024 UNPSF Report Final.pdf](#)

## DIGITAL GOVERNMENT TRANSFORMATION: DRIVING THE 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT AND THE AFRICAN UNION AGENDA 2063

*by Clifford Ogutu, Assistant Program Officer*

On 30th April 2024, the United Nations Department of Economic and Social Affairs (UN DESA) and the African Association for Public Administration and Management (AAPAM) co-organized a critical webinar under the theme: "Digital Government Transformation: Driving the 2030 Agenda for Sustainable Development and the African Union Agenda 2063." The event gathered participants from over 90 countries to discuss the transformative role of digital technologies in public service delivery, economic growth, and fostering innovation. With digitalization accelerating across Africa, the webinar provided a platform to share insights and identify the challenges and opportunities in this evolving space.

### THE PROMISE OF DIGITAL TRANSFORMATION FOR AFRICA

In her remarks, Ms. Hyeyoung Kim, Head of the UN Project Office on Governance, stressed that digital transformation holds immense potential for unlocking the Sustainable Development Goals (SDGs) and Agenda 2063's aspirations. She highlighted Africa's

growing internet access, the increasing adoption of mobile technology, and the continent's young, tech-savvy population as key drivers. However, she also noted that digital transformation is not without challenges. Africa still grapples with underdeveloped infrastructure, a widening digital divide, and the lack of digital skills, particularly in rural areas and among women.

### EXPLORING SOLUTIONS: BEST PRACTICES AND STRATEGIES

The webinar featured a rich exchange of innovative practices from countries leading in digital government transformation. Egypt's Vision 2030, with its focus on integrating artificial intelligence (AI) and e-Governance, was a standout example. The Supreme Council for Digital Society in Egypt is spearheading projects to enhance public service delivery through digital platforms, increasing access to services like online passport renewals and business registrations. Since its launch, Egypt's digital portal has processed over 45 million requests, showing the power of digital

tools in improving government efficiency.

The Republic of Korea also showcased its 50-year journey of digital government transformation. With impressive rankings in global digital government indices, Korea's model of leveraging AI and data-driven decision-making has set the benchmark. The country's focus on collaboration between public and private sectors, alongside intelligent governance using AI for tasks like traffic management and cybersecurity, demonstrated how digital tools can enhance resilience and service delivery.

### KEY CHALLENGES IN AFRICA'S DIGITAL TRANSFORMATION

Despite the evident benefits, African countries face significant challenges. Mr. Joseph Dada, Deputy President of AAPAM, pointed out that harnessing the full potential of digital technologies requires 'thinking without the box.' This includes addressing cybersecurity threats, ensuring data privacy, and building an enabling regulatory environment. Additionally, Africa must invest in closing the digital divide, which is particularly prevalent in Sub-Saharan Africa, where limited internet connectivity and a lack of digital literacy continue to hold back progress.

### FOSTERING COLLABORATION FOR A DIGITAL FUTURE

The webinar underscored the importance of collaboration among African countries and

international partners in driving digital government initiatives. Sharing best practices and pooling resources are crucial to overcoming infrastructural and financial barriers. Mr. Dada emphasized the need for countries to adopt a holistic approach, aligning national development strategies with digital transformation goals.

### POLICY RECOMMENDATIONS AND THE WAY FORWARD

Several actionable recommendations emerged from the discussions. These included creating enabling environments for digital transformation by strengthening regulatory frameworks, fostering public-private partnerships, and investing in human capital to build digital skills. Emphasizing AI's role, participants highlighted the importance of sustainable investment in emerging technologies to advance public service delivery and economic growth.

As Africa accelerates its digital transformation journey, the insights and solutions discussed during the webinar are a beacon of hope. The continent stands at a pivotal moment where innovation, driven by digital technologies, can lead to inclusive growth, efficient governance, and the realization of long-term development goals. As noted in the webinar, while challenges persist, collective efforts across nations and sectors will enable Africa to thrive in the digital era.



## Digital Government Transformation Webinar:

Driving the 2030 Agenda for Sustainable Development and the African Union Agenda 2063



## AAPAM COURTESY VIST TO SOUTH SUDAN

By Christine WANGECI, Senior Assistant Finance Officer



Courtesy visit by the AAPAM Team to the GIZ- South Sudan and Local Government Board office.

The African Association for Public Administration and Management (AAPAM) continues to play a vital role in supporting countries in the continent to establish vibrant public service in the continent and beyond. In this regard, AAPAM paid a courtesy visit to the Republic of South Sudan on 12th August 2024. This visit to South Sudan was to help the country to strengthen its institutions and enhance public service delivery. During the courtesy visit, Hon. Abdon Agaw Nhial, Secretary to the Government, and Hon. Dak Duop Bichiok, Minister of Public Service and Human Resource Development, expressed their deep appreciation for AAPAM's sustained efforts in developing public administration across Africa, particularly in South Sudan. Despite the economic and political challenges faced, they reaffirmed South Sudan's commitment to overcoming these obstacles and advancing toward national development.

In their remarks, the leaders emphasized the importance of the South Sudan AAPAM Chapter, which will serve as a central point for ensuring that public service delivery is strengthened across

ministries, institutions, and states. This will be achieved through legislative initiatives aimed at fostering inclusivity. Mr. Ayoub Juma Kilabuka, AAPAM Vice President for East Africa, assured the members of his steadfast commitment to reviving and operationalizing the chapter to its full potential.

During the visit, AAPAM Secretary General, Prof. George Scott, outlined key strategic directions for South Sudan, focusing on the following areas:

- **Capacity Building Programs:** AAPAM offers a wide range of training workshops, conferences, and seminars to empower public servants with the knowledge and skills necessary to excel in their roles.
- **Research and Knowledge Sharing:** The Association conducts research on critical public administration issues and disseminates findings through publications and conferences, providing evidence-based insights to drive policymaking.
- **Advocacy:** AAPAM promotes sound public policies that encourage effective governance across

Africa, with a focus on inclusivity, transparency, and efficiency.

- **Networking and Collaboration:** AAPAM provides a valuable platform for public servants across the continent to connect, share best practices, and learn from each other's experiences, ultimately enhancing service delivery to citizens.

These focal points will be customized to South Sudan's unique context to ensure the effective delivery of best practices and the advancement of public service. AAPAM also expressed its gratitude for the support of various missions and partners that have contributed to humanitarian, infrastructure, and political progress in the country.

In discussions with Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH and the Local Government Board, AAPAM explored potential partnerships in capacity-building programs. Mr. Timo

Eylers, Technical Advisor at GIZ, highlighted key initiatives, including:

- Rural Development
- Sustainable Infrastructure
- Security, Reconstruction, and Peace
- Governance and Democracy
- Climate, Environment, and Natural Resources Management
- Economic Development
- Social Development

During the meeting, it was acknowledged that, like many African countries facing similar challenges, South Sudan is on a positive trajectory towards recovery and growth. With sustained efforts and collaboration, the nation is poised to overcome the legacies of conflict and promote sustainable development for its people.

## Gender Equality and the Role of Gender-Based Budgeting in Africa: Insights from Dr. Enock Nyorekwa Twinoburyo

*By Julie Muia, Programme Officer*

At the AAPAM Women in African Public Administration (WAPAN) webinar on 27<sup>th</sup> August 2024, Dr. Enock Nyorekwa Twinoburyo, a Senior Economist at the SDG Center for Africa, made a compelling presentation on Gender Budgeting in Africa. Gender inequality remains a significant challenge across Africa, impeding the achievement of Sustainable Development Goal 5 (SDG 5), which seeks to promote gender equality and empower women and girls by 2030. He emphasized that gender-responsive budgeting (GRB) is essential to addressing these disparities and fostering inclusive development.

### The State Of Gender Equality In Africa

All African countries are currently struggling with the concept of leaving no one behind, particularly in gender equality. The Leave No One Behind Index from the Africa 2020 SDG Index and Dashboard highlights that stagnation remains the dominant trend across the continent. Despite efforts to advance women's empowerment, gender disparity is still a pressing issue in education, healthcare, employment, and access to public services.



SDG 5 calls for comprehensive systems to track and make public budgetary allocations for gender equality (indicator 5.c.1). However, the progress towards achieving this has been slow. Governments must ensure that gender-based budgeting (GBB) frameworks are in place, integrating gender perspectives into all fiscal policies, both on the expenditure and revenue side. This means looking at how budgets impact men and women differently and ensuring that resources are allocated to reduce gender gaps.

### The Need For Gender-based Budgeting

Gender budgeting is the process of integrating the gender equality perspective into fiscal policies, ensuring that government spending and revenue collection are equitable and promote equal opportunities for all genders. Without such a framework, women and marginalized groups often face systemic exclusion from essential services and economic opportunities.

Dr. Twinoburyo emphasized that GBB allows governments to track spending on programs that specifically target gender equality, such as maternal health, education for girls, and women's economic empowerment. This approach is not limited to expenditure alone but also examines revenue collection methods to ensure fairness and equity.

### Key Reflections On Progress And Challenges

One key challenge Dr. Twinoburyo pointed out is that although sub-Saharan Africa performs slightly better than other Low-Income Developing Countries (LIDCs) and Emerging Market Economies (EMEs) according to the Gender Budgeting Index, it still falls within the "basic" category of gender budgeting practices. This reflects the need for more robust systems that go beyond basic tracking and actively foster gender equality through financial mechanisms.

At the legislative level, sub-Saharan Africa has made notable progress, with nearly 60% of countries establishing a designated committee for gender issues, according to the IMF Gender Budgeting Survey (2019-2023). This is a significant step toward institutionalizing gender equality in government processes. However, more must be done to ensure

that these legislative frameworks translate into practical actions and tangible improvements in gender equality.

### Key Success Factors For Gender-based Budgeting

#### 1. Political Commitment:

Political will is crucial for the success of GBB. Dr. Twinoburyo noted that countries like Rwanda and Uganda have demonstrated political commitment by establishing gender monitoring office and equal opportunity commission respectively. Political leadership ensures that gender equality becomes a priority in national budgets and development plans.

#### 2. Ministry of Finance-Led Approach:

The Ministry of Finance must lead the gender budgeting process to integrate gender perspectives into all stages of budget planning, allocation, and monitoring. A finance-led approach ensures that resources are directed toward reducing gender disparities, aligning gender equality objectives with broader development strategies.

#### 3. Legal Frameworks:

Strong legal frameworks are essential for the sustainability of GBB. Having laws and regulations that mandate gender-responsive budgeting ensures that gender equality remains a central concern in government fiscal policies, regardless of political changes or administration shifts.

### Conclusion: The Future Of Gender-based Budgeting

Dr. Twinoburyo concluded by stressing that gender-based budgeting is crucial for achieving SDG 5 and promoting inclusive, sustainable development across Africa. Despite progress, significant challenges remain in fully implementing GBB frameworks. Political commitment, strong legal backing, and leadership from ministries of finance will be key to advancing gender equality through government budgets. By strengthening GBB, African countries can ensure that their financial resources are used to address gender disparities, creating more equitable and inclusive societies for all.

## STRONG NATIONS FOR AFRICA PROGRAMME

*By Clifford Ogutu: Assistant Programs Officer*



Prof Bismark Tyobeka, principal and vice-chancellor of the NWU, Hon Inkosi Mzamo Buthelezi, Minister of Public Service and Administration (Centre) Dr. John Nakabago, AAPAM President, Wu Wei Neng, chief executive officer of the CIG and dean of the Chandler Academy of Governance alongside other dignitaries during the opening ceremony of the strong nations for Africa programme at North-west University.

The African Association for Public Administration and Management (AAPAM) in collaboration with the Chandler Institute of Governance (CIG) held the second cohort of Strong Nations for Africa Programme. The programme took place in three different segments. The first segment of the programme took place in North West University, Potchefstroom South Africa from 29<sup>th</sup> July to 2<sup>nd</sup> August 2024 under the theme of Understanding and Stewarding Strong Nations. The programme attracted 19 participants from Ghana, Malawi, Sierra Leone, South Africa, Tanzania and Tunisia.

The programme was officially opened by Honorable Inkosi Mzamo Buthelezi, Minister of Public Service and Administration South Africa. In his remarks he stressed the need to think beyond borders, advocating for a shift in mindset that prioritizes regional cooperation and collective action. By working together, he explained, African nations could craft solutions that resonate with their unique contexts while addressing broader global concerns. His call to action underscored the need for delegates to embrace adaptability, resilience, and creativity as they pursue

sustainable solutions that will strengthen governance, promote social equity, and drive economic growth across the continent. Other who spoke included Dr. John Nakabago the AAPAM President and Mr. Wu Wei Neng, Chief Executive Officer of the CIG and Dean of the Chandler Academy of Governance. They welcomed participants and noted that the programme will help senior public servants in their leadership journey and transformation of the African continent.

The South Africa segment offered a platform for developing leadership skills tailored to the unique challenges facing African nations. Participants were trained in strategic thinking, ethical leadership, and decision-making in times of crisis. These skills are essential for driving the continent toward achieving development goals such as the African Union's Agenda 2063, which envisions a prosperous and integrated Africa, and the UN's Sustainable Development Goals (SDGs)

The focus on leadership development went beyond theoretical frameworks, providing participants with practical tools to navigate the complexities of



Participants and facilitators of the Strong Nations for Africa Programme during the South Africa segment.

governance in the 21<sup>st</sup> century. The sessions encouraged leaders to adopt a forward-looking approach, integrating local solutions with global best practices to create resilient institutions that can adapt to the evolving socio-economic and political landscapes in Africa. By doing so, it aimed to equip a new generation of public sector leaders with the skills necessary to accelerate Africa's development agenda. As part of the programme, participants went to Thusong one stop service Centre in Soweto, Joburg. This center has played a leading role in strengthening citizen's access to government services which impact on their daily lives. This visit provided a firsthand, immersive experience of service delivery for the local residents more so around Soweto area. Additionally, the Participants were hosted by the Department of Public Service and Administration (DPSA) for a learning session on innovation and digital transformation.

This segment established the bedrock for the program. The segment noted importance of collective action in addressing governance challenges. It highlighted the need for African countries to

collaborate across borders, share best practices, and build stronger networks to tackle shared issues such as poverty, inequality, and governance reforms., emphasizing that informed and proactive stewardship is essential for the growth and prosperity of African nations.

The second segment of the program, themed "***Developing the Leader in You***," was conducted online from 14<sup>th</sup> – 15<sup>th</sup> August and facilitated by experts from AAPAM and CIG. These virtual modules were centered on personal development and leadership skills, emphasizing the critical importance of adaptability and agility in today's rapidly changing world.

Participants were introduced to various leadership styles, exploring how to build trust, influence others, and effectively manage change within their organizations. The sessions encouraged self-reflection, allowing participants to assess their leadership journeys and craft personalized leadership development plans tailored to their unique aspirations and contexts.



Closing ceremony of the third segment on Building Wise, Prosperous, and Unified Nations in Singapore

The interactive nature of the online sessions allowed participants to engage with each other, fostering networking opportunities that transcended geographical boundaries. By learning from one another's experiences, they gained fresh perspectives on leadership challenges and opportunities in diverse contexts. This segment reinforced the significance of continuous leadership development and provided practical tools for becoming more effective, agile leaders capable of navigating the complexities of modern governance and public administration.

The grand finale of the Strong Nations for Africa program unfolded in the global city-state of Singapore from 26th to 30th August 2024 Under the theme **"Building Wise, Prosperous, and Unified Nations,"** Mr. Wu Wei Neng, Chief Executive Officer of the CIG and Dean of the Chandler Academy of Governance warmly welcomed participants to Singapore and encouraged them to learn as much as possible during the Singapore leg of the programme.

During the segment, participants explored the keys to nation-building in a setting known for its economic success, political stability, and harmonious multicultural society. This international perspective encouraged participants to glean wisdom from Singapore's accomplishments and apply them to their own nations. Moreover, the segment focused on helping participants to develop strategies for building

wise, prosperous and unified nations. Participants learned about the different factors that contribute to economic growth, social cohesion and national unity. One of the key takeaways from the segment was the importance of good governance. Participants learned that good governance is essential for creating an enabling environment for sustainable development.

Furthermore, the program delved into the pivotal role of government in establishing the conditions necessary for sustainable development. The segment held in Singapore was a revelation for the participants. Each day, they were afforded the unique opportunity to partake in immersive learning journeys throughout Singapore. These excursions provided firsthand exposure to the key factors contributing to Singapore's remarkable global prominence and success over the years. After the successful conclusion of the Singapore segment, participants were presented with certificates recognizing their completion and active participation in the Strong Nations for Africa program.

Overall, the Strong Nations for Africa Programme inspired leaders to adopt forward-thinking approaches, strengthen governance systems, and drive sustainable development across the continent. The initiative highlighted the importance of both visionary leadership and grassroots involvement in creating a more prosperous, unified, and resilient Africa.

# AAPAM'S VISIT TO BURUNDI: STRENGTHENING TIES FOR PUBLIC ADMINISTRATION DEVELOPMENT

By Linda Juma, Executive Assistant



From Left to right:

Madame Espérance HABONIMANA – Director General of Public Service, Emmanuel NGOMIRAKIZA - Permanent Secretary, Mr. Vénuste MUYABAGA - Hon. Minister. The three are from Ministry of Public Service, Labor, and Employment of Burundi. Prof. G. K. Scott – Secretary General, Linda Juma – E. Assistant, Aimé NDAYIZAMBA, Lecturer, National school of Administration (ENA) – Burundi.

On 31<sup>st</sup> May 2023, the Secretary General Prof George K. Scott had the privilege of meeting the Hon. Minister of Public Service, Labor, and Employment of Burundi, Mr. Vénuste MUYABAGA. This important meeting marked a significant milestone for collaboration between AAPAM and the Government of Burundi. Also present was the Permanent Secretary Emmanuel NGOMIRAKIZA, Director General Madame Espérance HABONIMANA, and Aimé NDAYIZAMBA, a lecturer at National school of Administration (ENA) - Burundi, who played a key role in organizing the visit.

During the discussions, the Hon. Minister expressed his eagerness to work closely with AAPAM to strengthen Burundi's public administration. He emphasized the need for collaboration in areas such as capacity building and training and accepted that AAPAM's expertise could be instrumental in improving the administration of public services in Burundi.

Burundi hosting a significant state general meeting that brought together stakeholders across various sectors. This gathering served as a platform to address challenges facing public administration in Burundi, discuss the country's aspirations, and propose strategies to achieve those goals. AAPAM's potential participation, through both an invitation and a presentation, was warmly welcomed, underlining the growing partnership between the two entities.

Another key area of discussion was digitalization.

Although the process has already begun in Burundi, progress has been slow. With AAPAM's support, there is optimism that digital transformation can be accelerated, bringing much-needed advancements to the sector. The Hon. Minister also inquired about the steps necessary for Burundi to become a member of AAPAM, signaling Burundi's commitment to deepening ties with the organization. This matter will be explored further in the coming months, as both parties work towards formalizing Burundi's membership.

Additionally, the Director General, Madame Espérance HABONIMANA, shared the government's ambition to enhance its human resource capacity, seeing AAPAM as a key partner in this endeavor. An agreement was also reached to establish a National Chapter of AAPAM in Burundi, with the appointment of a focal person to lead this initiative.

In closing, the team from Burundi expressed their gratitude for the fruitful engagements. The visit was not just a formal meeting but the beginning of a meaningful collaboration that will shape the future of public administration in Burundi.

AAPAM looks forward to playing a pivotal role in supporting Burundi's public administration development and advancing good governance across the African continent.

## AAPAM AND EPL ANNOUNCE STRATEGIC PARTNERSHIP TO ADVANCE PUBLIC ADMINISTRATION AND LEADERSHIP.

*By Eric Odongo, AAPAM Intern.*

The African Association for Public Administration and Management (AAPAM) and Emerging Public Leaders (EPL) are thrilled to announce a strategic partnership aimed at advancing public administration and leadership across continents. This collaboration, formalized through a Memorandum of Understanding (MOU), seeks to promote best practices, research, and capacity building in public administration and management.

AAPAM is an international professional organization dedicated to promoting excellence and professionalism in public administration and management in Africa. Through its wide array of activities including research, publications, training, seminars, consultancy, conferences, and awards, AAPAM provides a platform for governments, corporate bodies, the private sector, civil society, international organizations, individuals, academics, and students to engage in mentorship, capacity development, networking, knowledge sharing, and innovation. AAPAM's mission is to promote and spearhead Best Practice, Excellence and Professionalism in Public Administration and Management.

EPL is focused on preparing the next generation of competent and effective public sector leaders in Africa. Through its Public Service Fellowships, EPL supports young, aspiring civil servants by providing them with training, mentorship, and professional development support. EPL empowers these young leaders to drive long-term, institutional change in government, ensuring a sustainable impact on public service delivery across the continent.

The partnership between AAPAM and EPL is rooted in a shared vision of developing competent practitioners, academics, and researchers who can contribute to the rapid development of Africa. Recognizing the importance of cooperation and resource mobilization, the MOU outlines several key areas of collaboration where parties will conduct joint research, seminars, conferences, workshops, and professional meetings to foster knowledge exchange and innovation in public administration and management. AAPAM and EPL will promote the sharing of models, experiences, trainings, research, best practices, and lessons learned to enhance public administration and management in Africa. The partnership aims to build and strengthen

alliances and partnerships to advocate for the implementation of action plans in capacity building and development in public administration.

The collaboration will encourage the participation of individuals in each other's programs, including EPL's engagement with AAPAM's young professionals' network and the creation of an AAPAM Fellows program. Both parties will share information and resources through access and exchange of professional publications and support joint meetings for planning, implementation, and evaluation. The MOU outlines avenues for collaboration in resource mobilization with an appropriate sharing mechanism to support joint initiatives.

The MOU is effective for a period of five years, with the potential for extension and amendment as agreed by both parties. This partnership signifies a significant step towards enhancing the development of public administration and leadership in Africa. By leveraging their collective expertise and resources, AAPAM and EPL are poised to make a lasting impact on the continent's public sector.

We look forward to the exciting opportunities and achievements that this collaboration will bring. Together, AAPAM and EPL are committed to driving excellence and innovation in public administration and management across Africa.

For more information on this partnership and upcoming initiatives, please visit our websites or contact our offices.

African Association for Public Administration and Management [www.aapam.org](http://www.aapam.org)  
Emerging Public Leaders [Emerging Public Leaders](http://EmergingPublicLeaders.org)



## LEADERSHIP'S ROLE IN AFRICA'S EVOLVING SOCIO-ECONOMIC AND POLITICAL LANDSCAPE

By Clifford Ogutu: Assistant Programs Officer



Guests and Delegates in a group photo during the opening ceremony of the leadership seminar at the Kenya School of Government in Mombasa Kenya.

In a rapidly changing global environment, the African Association for Public Administration and Management (AAPAM) hosted a pivotal seminar titled Leadership in an Evolving Socio-Economic and Political Landscape, held from September 24<sup>th</sup> to 27<sup>th</sup>, 2024, at the Kenya School of Government, Mombasa Campus. This important event brought together over 70 public sector practitioners from countries including Somalia, Zambia, Congo, Tanzania, Ghana, Uganda, Lesotho, and Kenya. Convened jointly by AAPAM and the Kenya School of Government (KSG), the seminar offered a platform for robust discussions, leadership capacity-building, and insights on how African leadership can adapt to current and future socio-economic and political realities.

The seminar was inaugurated by Mr. Amos N. Gathecha, Principal Secretary in Kenya's Ministry of Public Service and Human Capital Development, and Vice President of AAPAM Headquarters. In his keynote address, Mr. Gathecha underscored the need for African leaders to build their capacity to handle global challenges, such as rapid technological advancements, pandemics, and climate change. He emphasized the importance of leaders possessing qualities such as cultural intelligence, integrity, decisiveness, and emotional intelligence. Mr. Gathecha further called for African leaders to adopt a leadership style that fosters responsible governance while promoting sustainable development. He concluded by inviting the delegates to the upcoming 43<sup>rd</sup> Annual AAPAM Roundtable Conference, to be held

from November 26<sup>th</sup> to 29<sup>th</sup> 2024, at Speke Resort Munyonyo in Kampala, Uganda.

The seminar was guided by four key objectives:

- Strengthening leadership skills to drive institutional transformation and strategic reforms in public administration.
- Promoting innovation and creative problem-solving to address the myriad challenges faced by the African public sector.
- Building a collaborative network of African public sector leaders dedicated to excellence in public service.
- Aligning public sector leadership with global agendas, such as the United Nations Sustainable Development Goals (SDGs) and the African Union's Agenda 2063, to ensure sustainable development.

These objectives laid the groundwork for intense deliberations that emphasized the evolving role of leadership in Africa's digital era, strategic decision-making, and integrity as the foundation for effective governance.

### Key Observations: Redefining Leadership In The Digital Age

Participants observed that the digital era has significantly disrupted leadership roles, demanding a redefinition of what it means to lead. With technology continuously evolving and affecting sectors such as media, security, and geopolitics, today's leaders must

not only be adaptable but also capable of explaining, listening, and involving their teams to ensure success. The discussions highlighted that strategic leadership is not about predicting the future but rather about preparing for its unpredictability. Leaders must be innovative, inspire critical thinking, and encourage collaboration to overcome challenges posed by shifting socio-economic and political landscapes. It was noted that in the public sector, organizational culture often hinders innovation, making it crucial for leadership to align internal culture with broader strategic goals.

Another key issue raised was the importance of integrity. Personal, professional, institutional, and societal integrity were all discussed as fundamental to curbing corruption, tribalism, and conflicts of interest—ills that continue to plague many African governments. Failure to uphold integrity, it was noted, erodes public trust, reduces investments, and increases economic challenges, such as inflation and diminished resources.

In light of the seminar's discussions, several recommendations emerged as pathways for strengthening public sector leadership across Africa:

- **Challenge the status quo:** Leaders were urged to challenge traditional processes, inspire a shared vision, and enable others to take meaningful action.
- **Adapt to disruptions:** The digital era necessitates that leaders are equipped to handle technological and market disruptions using data-driven decision-

making frameworks.

- **Integrate corporate social responsibility:** Leaders should incorporate CSR into their strategies to enhance the public sector's reputation while contributing to social and environmental well-being.
- **Emphasize performance management:** Leadership must focus on actual productivity rather than viewing performance management as a mere compliance tool. Ensuring that public services deliver real value to citizens is critical.
- **Address the debt burden:** African governments must develop strategies to mitigate the economic burden of debt, enhance governance, and restructure debt portfolios to achieve financial stability.

The seminar concluded with closing remarks by the Permanent Secretary of Zambia's Cabinet Office, Mr. Wisdom Bwalya, who encouraged delegates to implement the resolutions from the seminar and to take decisive action in their respective countries. As Africa continues to navigate its socio-economic and political landscape, the role of leadership cannot be overstated. The outcomes of the seminar will serve as a foundation for further dialogue at the 43<sup>rd</sup> AAPAM Roundtable Conference later this year in Uganda.

As we look toward the future, one thing remains clear: African leadership must continue to evolve, embracing adaptability, integrity, and innovation to overcome the unique challenges of our times and drive sustainable development across the continent.



The Kenya School of Government choir entertaining participants during the opening ceremony of the seminar.

## THE EMERGING PUBLIC FIGURES IN THE FIELD OF PUBLIC POLICY AND PUBLIC ADMINISTRATION.

*By Erick Odongo- AAPAM Intern*



Over the past four years, I have had the privilege of studying for my bachelor's degree in public policy and administration at Kenyatta University. Today, I stand as an emerging public administrator and policy practitioner, deeply committed to the field of public policy and administration. My desire to give back to society, innovate, and make an impact in this evolving field never wanes. As the world changes, new policy solutions will always be required to keep systems balanced—whether in the problem stream, policy stream, or political stream—when the right conditions align.

I am driven by the need to solve problems and offer solutions, equipped with the skills and competencies necessary to address the complex challenges that continue to emerge. I urge my fellow aspiring public figures to embrace this journey, regardless of the obstacles, and to stand ready to fill the gaps that could otherwise give rise to further issues and disorder. Creativity in public service entities, institutions, administrative agencies, and even in the private sector is essential to maintain a competitive edge. Public interest and self-motivation must be our guiding principles, enabling policymakers to positively impact society in a comprehensive and meaningful way. After all, public administration is about inspiring people to collaborate and work toward shared goals—without which we cannot truly serve the public, as sovereign power resides with them.

Effective communication is critical in educating the public on key issues, and it calls for emerging leaders who possess exceptional listening skills to identify concerns and recommend solutions. This is vital in efficiently identifying, analyzing, and resolving issues, thereby fostering better decision-making and greater productivity. Timely, clear decision-making enhances trust and credibility, leading to continuous improvement in services and processes within public policy and administration, while also preventing misunderstandings.

As emerging public figures, we must take the initiative, act proactively, and engage collaboratively to address challenges collectively. Striving for excellence through benchmarking and staying informed on policy innovations is essential, as global public policy and smart policy development continue to evolve.

Lastly, I would like to express my deep appreciation to the African Association for Public Administration and Management (AAPAM) and the entire AAPAM Secretariat for the opportunity to serve as an intern. This experience has been invaluable in honing my public policy and administration skills, with guidance from AAPAM's esteemed staff and access to its extensive publications. The AAPAM library, rich with resources, has sharpened my reading and research abilities. Looking ahead, I am eager to continue growing and contributing to the field.



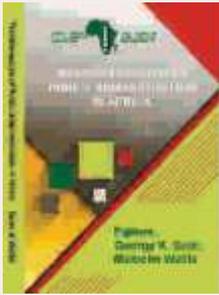
## African Association for Public Administration Management (AAPAM) 2025 Calendar of Programmes

Programme	Tentative Date	Venue/ Country	Partnering Institution	Target Group
World Government Summit programme	12 <sup>th</sup> -13 <sup>th</sup> February	Dubai, United Arab Emirates	World Government Summit	Invited participants
Innovations Webinar	12 <sup>th</sup> March	Online	AAPAM	All
42 <sup>nd</sup> Conference of the National Forum for Black Public Administrators (NFBPA)	April	USA	National Forum for Black Public Administrators (NFBPA)	Invited participants
Future of Work Seminar	April	Egypt TBD	ARADO	All
Strong Nations for Africa Fellowship Programme	May TBD	Africa Online Singapore	Chandler Institute of Governance (CIG)	Selected participants
Africa Public Service Day	June	Ethiopia	AU	All
9 <sup>th</sup> Edition Research Seminar on Sustainable Development Goals (SDGs) 2030 and African Union (AU) Agenda 2063	August	TBD	DPSA	All
Leadership Conference	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
44 <sup>th</sup> Roundtable Conference	TBD	TBD	TBD	All





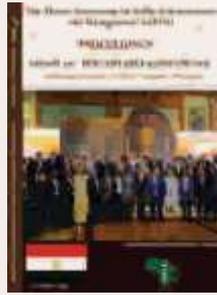
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39<sup>th</sup> Roundtable Conference Report



40<sup>th</sup> Roundtable Conference Report



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Transformed Leadership for Sustainable Development in Africa: Managing Resources for Attainment of Agenda 2063



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