

**97th  
Edition**



# NEWSLETTER



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# AAPAM EXECUTIVE COMMITTEE MEMBERS

Position	Name	Affiliation
President	Dr John Nakabago	Director Finance & Administration Secretary to Governing Council Uganda Management Institute, Uganda.
Deputy President	Mr Dada Joseph Olugbenga Mni	Director of Studies Administrative Staff College of Nigeria
Vice President, West Africa	Dr Nicholas Francis Ayamga	Deputy Director Parliament of Ghana
Vice President East Africa Ministry Vice President (AAPAM Headquarters)	Mr Ayoub Juma Kilabuka	Director of Corporate Services at Tax Revenue Appeals Board, of Finance and Planning, Tanzania
Vice President, North Africa	Dr. Prof. Saleh Elsheikh	Principal Secretary in State Department for Public Service in the Ministry of Public Service, Gender and Affirmative Action.
Vice President Central Africa	Mr Faustine Clovis	Professor of Public Administration at Cairo University, Egypt
Vice President Southern Africa	Mr. Willie Vukela	Deputy General Manager of the Cameroon Real Estate Corporation
Vice President Young Professionals Network	Mr. Rajab Lukwago	Acting Director General: Department of Public Service and Administration
Secretary General	Prof George Scott	Assistant Secretary, Ministry of Energy and Mineral Development, Uganda 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

## Representatives of Individual Members

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

# Letter from the President



**Dr. John Nakabago**

## **Dear Esteemed Members, Partners, and Friends of AAPAM,**

It is with great pleasure that I welcome you to the 97th Edition of the AAPAM Newsletter. This publication comes at a moment of renewed optimism and focus across the continent, as we continue our collective mission to advance public sector excellence, innovation, and professionalism in delivering Africa's development aspirations.

This edition showcases the breadth of AAPAM's engagement in strengthening governance systems, nurturing leadership, and driving institutional transformation. It captures the vibrancy of our network and the spirit of collaboration that continues to define the AAPAM community.

Over the past months, AAPAM has participated in and convened a series of high-impact initiatives that reflect our commitment to learning, innovation, and shared growth. Among the highlights featured in this issue are:

- *The 9th Edition Research Seminar, which deepened scholarly exchange on governance trends and solutions shaping Africa's public administration landscape;*
- *The 3rd Africa High-Level Forum on South-South and Triangular Cooperation for Sustainable Development in Sierra Leone, which strengthened continental partnerships and cross-country learning;*
- *The 10th Continental African Public Service Day (APSD) celebrations in Addis Ababa, recognizing exemplary public service innovations and achievements;*
- *The UN Public Service Day commemorations, reaffirming the value of integrity, accountability, and citizen re-*

*sponsiveness;*

- *The Digital Transformation Webinar, which explored how technology is reshaping public institutions and service delivery;*
- *The Strong Nations for Africa Programme, empowering leaders to build resilient and future-ready public sectors;*
- *The Leadership Seminar in Mombasa, which provided practical tools and ethical grounding for transformative leadership in governance;*
- *Among others.*

Together, these initiatives underscore AAPAM's enduring role as a hub for knowledge exchange, capacity building, and policy innovation—a space where Africa's brightest minds and most committed practitioners meet to inspire progress.

Equally important, AAPAM continues to strengthen partnerships with like-minded organizations, including continental institutions, universities, training academies, and development partners. These collaborations have amplified our reach and impact, enabling us to jointly design programmes that promote inclusive governance, digital transformation, and youth empowerment. Our partnerships reflect the power of shared purpose and the understanding that sustainable progress in governance can only be achieved through collective effort.

As we look ahead, our focus turns to one of AAPAM's most anticipated events—the 44th Annual Roundtable Conference (RTC), to be hosted in collaboration with the Kingdom of Eswatini from 2nd to 5th December 2025, under the theme: "Agile Public Administration: Partnership and Digital Transformation for Citizen-Centric Service Delivery."

Preparations for this landmark event are well underway. The Roundtable will bring together policymakers, practitioners, scholars, and partners from across Africa to explore how agility, innovation, and collaboration can redefine the delivery of public services in an era of rapid transformation. We look forward to welcoming you to Mbabane, Eswatini, for what promises to be a stimulating, inclusive, and transformative gathering.

Before I conclude, on behalf of the AAPAM Executive Committee, Secretariat, and the entire association, I wish to extend our deepest condolences to the Government and people of Kenya on the passing of The Right Honourable Raila Amolo Odinga. His lifelong dedication to democracy, justice, and good governance resonated far beyond Kenya's borders, inspiring generations of Africans to stand firm for integrity and public service. We join the nation and continent in celebrating his enduring legacy and immense contribution to Africa's democratic journey.

I extend my sincere gratitude to our members, partners, and contributors whose commitment and support continue to make AAPAM a vibrant community of excellence. May this edition inspire reflection, renew collaboration, and reaffirm our shared vision of a professional, innovative, and citizen-centered public service for Africa.

**Yours in Service and Excellence**  
**President, Dr. John Nakabago**

# **AAPAM PARTICIPATES IN THE 3RD AFRICA HIGH-LEVEL FORUM ON SOUTH-SOUTH AND TRIANGULAR COOPERATION FOR SUSTAINABLE DEVELOPMENT, IN SIERRA LEONE 7-9 MAY 2025**

*By Clifford Ogutu, AAPAM Program Officer*



***H.E. Ambassador Marie-Antoinette Rose Quatre CEO of the APRM giving her welcome remarks during the opening ceremony of the Third Africa High-Level Forum on South-South and Triangular Cooperation***

The African Peer Review Mechanism (APRM), in partnership with the Government of Sierra Leone and a coalition of development partners, convened the Third Africa High-Level Forum on South-South and Triangular Cooperation (HLF-SSTrC) in Freetown from 7th –9th May 2025. Under the distinguished support of His Excellency Dr. Julius Maada Bio, President of Sierra Leone, the Forum brought together over 700 participants including policymakers, civil society leaders, academics, private sector actors, youth, and development partners.

At a time of shifting global geopolitics and renewed calls for a fairer financial system, the Forum served as a premier platform to amplify Africa’s voice in shaping a more just, inclusive, and multipolar world order. Guided by the theme “The Role of the Global South in Reshaping the New International Order,” discussions focused on eight strategic themes ranging from financial sovereignty to digital governance, youth empowerment, corporate governance, and the role of academia and diaspora in advancing sustainable development.

The Forum reaffirmed that South-South and Triangular Cooperation (SSTrC) is not simply a complementary tool to North-South partnerships, but a transformative strategy for Africa’s sovereignty, resilience, and sustainable progress.

## ***Key objectives of the forum included:***

- ***Repositioning Africa and the Global South as central stakeholders in global decision-making.***
- ***Accelerating the implementation of Agenda 2063 and the Sustainable Development Goals (SDGs).***
- ***Institutionalizing SSTrC at the national level through policy frameworks and dedicated agencies.***
- ***Showcasing the role of youth, women, and civil society in driving cooperation and innovation.***



“ **Ms. Sara Hamouda,  
Senior Continental Governance Officer  
during the forum** ”

A major highlight was the endorsement of the African Credit Rating Agency (AfCRA) a long-anticipated initiative aimed at addressing the structural biases of global credit rating systems. AfCRA was hailed as a critical tool for redefining risk and value from an African perspective, enhancing financial credibility, and reducing the high cost of borrowing faced by African countries.

Participants called for strong African Union ownership, the development of Africa-specific rating methodologies, and robust partnerships with countries such as India, Brazil, and China to strengthen institutional capacity. The Forum recommended linking AfCRA’s work to broader peace and security agendas, recognizing that financial sovereignty is inseparable from stability and development.

The Forum celebrated Africa’s growing influence in global platforms, notably the African Union’s permanent membership in the G20 and the accession of Egypt and Ethiopia to BRICS. Delegates urged African leaders to speak with a coordinated voice on critical issues such as UN Security Council reform, trade equity, climate justice, and debt restructuring. To strengthen Africa’s hand in these forums, participants called for a continental strategy that aligns external engagements with Agenda 2063 priorities.



“ **Participants during the forum** ”

A defining feature of the Freetown Forum was the central role accorded to youth and women. Young innovators and women leaders from across Africa showcased their contributions in areas such as digital governance, food systems, and civic engagement. AAPAM participated as one of the exhibitors by showcasing its flagship programmes and knowledge products, including research publications, training opportunities, and policy briefs that advance innovation and excellence in public administration across the continent. The Association also highlighted its youth engagement initiatives, scholarship opportunities, and networks that nurture young professionals in public service. In addition, AAPAM used the platform to share its ongoing work on foresight, governance reforms, and capacity-building partnerships, demonstrating how the Association continues to bridge academia, government, and civil society.

The Forum resolved to institutionalize a continental Youth SSTrC Network, supported by mentorship programmes, funding mechanisms, and digital learning platforms. Gender-responsive budgeting and inclusive policies were also recommended to ensure that cooperation frameworks genuinely advance equality and empowerment.

Recognising that sustainable transformation requires diverse partnerships, the Forum encouraged deeper collaboration with academia, the diaspora, and the private sector. Structured initiatives such as the Rwanda Cooperation Initiative and Morocco’s International Cooperation Agency demonstrated how national institutions can harness knowledge systems and diaspora capital for continental impact.

Delegates called for stronger diaspora investment frameworks, greater engagement of African think tanks, and private sector-driven innovation to complement public initiatives.

The Forum concluded with the adoption of the Freetown Declaration, which set out a clear roadmap for action. Its commitments include:

- ***Embedding SSTrC in national development plans and APRM Programmes of Action.***
- ***Operationalising the AfCRA to strengthen financial sovereignty.***
- ***Accelerating inclusive digital transformation and ensuring data sovereignty.***
- ***Mobilising climate-resilient financing solutions and strengthening food security.***
- ***Leveraging diaspora expertise and private sector investment.***
- ***Institutionalising youth and women’s participation in cooperation initiatives.***

The Declaration underscored that Africa’s future lies in solidarity, institutional reform, and people-centred governance.

The Third High-Level Forum in Freetown marked a turning point in Africa’s quest for a fairer and more multipolar international system. By aligning cooperation with Agenda 2063 and the SDGs, and by elevating youth, women, and knowledge-driven partnerships, the Forum demonstrated that Africa is not merely a recipient of development support but a source of innovation and leadership.

# 9TH EDITION RESEARCH SEMINAR: THE ROLE OF HIGHER EDUCATION AND NON-GOVERNMENTAL ORGANISATIONS IN STRENGTHENING STATE INSTITUTIONS

By Clifford Ogutu, AAPAM Program Officer



“  
**Chief Guest, Hon Inkosi Mzamo Buthelezi, Minister of Public Service and Administration of South Africa (Centre) and other high-level dignitaries during the opening ceremony of the seminar.**”

Africa continues to grapple with multifaceted challenges, from the devastating impacts of climate change and recurring pandemics to deep-seated inequality and governance pressures. Addressing these issues calls for more than reactive crisis management; it demands the strengthening of state resilience and adaptive public institutions capable of withstanding shocks while driving sustainable development.

These critical issues formed the central focus during the 9th African Association for Public Administration and Management (AAPAM) Department of Public Service and Administration (DPSA) Research Seminar, held from May 27th to 29th, 2025, at the University of South Africa (UNISA) in Pretoria, South Africa. The seminar brought together senior policymakers, scholars, and practitioners from across the continent to explore innovative approaches to building resilient governance systems, fostering inclusive public service delivery, and ensuring that African states are better equipped to navigate future uncertainties.

Convened in partnership with South Africa's DPSA and UNISA, the seminar brought together senior policymakers, academics, and civil society leaders from across the continent to address the theme: "State Resilience to Shocks and Disasters: The Role of Higher Education and Non-Governmental Organisations in Strengthening State Institutions."



**Hon. Inkosi Mzamo Buthelezi,  
Minister for Public Service and  
Administration**

Hon. Inkosi Mzamo Buthelezi, Minister for Public Service and Administration, opened the seminar by welcoming delegates and stressing the critical need for capable, ethical, and technology-embracing institutions. He called on higher education and NGOs to step up in strengthening leadership and adopting Fourth Industrial Revolution (4IR) technologies to improve service delivery.

Adding a powerful, practical dimension, Dr. Imtiaz Sooliman, founder of Gift of the Givers, delivered a captivating keynote address on his organization's extensive disaster relief work. His direct and practical message "all hands-on deck" underscored the necessity of unity, accountability, and collaboration across government, media, and citizens.



Prof. George Scot, AAPAM Secretary General, reflected on the seminar's role as a bridge between research and policy. He urged delegates to ensure the outcomes contribute directly to continental priorities, including Agenda 2063 and the UN Sustainable Development Goals (SDGs).

Building on the momentum of previous years, the 9th seminar shifted focus from theoretical discussion to actionable strategies for embedding resilience within state institutions. Over three days, discussions centered on four critical themes:

### **1. Adaptive Governance and Accountability**

Experts emphasized that resilient states are built on sound legislation and robust oversight. Presentations highlighted how parliamentary committees, audit institutions, and strong civil society engagement are essential to enhancing accountability and preventing failures during a crisis.

### **2. Early Warning and Knowledge Systems**

Case studies demonstrated the power of combining technology, regional cooperation, and indigenous knowledge to improve disaster prediction and response. However, participants cautioned that two challenges remain pressing: financing gaps and limited local inclusion in design and implementation.

### **3. Investment in Disaster Risk Reduction (DRR)**

Focusing on prevention over reaction, the South African model of risk governance was showcased. The takeaway, adequate, streamlined financing and inter-sectoral coordination are non-negotiable for effective DRR.

### **4. The Power of Partners: Higher Education and NGOs**

It was discussed that NGOs complement state capacity, advancing SDG 16 (peace, justice, and strong institutions). Research highlighted how organizations are adapting strategies such as moving toward community ownership to sustain crucial services like the HIV/AIDS response despite declining donor funding.

Higher Education institutions were celebrated as vital incubators of solutions, from building cyber resilience to strengthening disaster literacy among public servants. Initiatives like the SADC Water Investment Programme were cited as successful models for regional collaboration.

Looking outward, the seminar explored how Africa can leverage South Africa's upcoming 2025 G20 Presidency. Delegates united in a call for a unified African voice in G20 negotiations, ensuring that resilience, peacebuilding, and gender equity remain central to the global agenda.

In the closing session, the focus shifted to implementation. Deputy Minister Pinky Kekana offered a powerful reminder that resilience is fundamentally about people rooted in equity, inclusion, and trust. She challenged

public servants to embrace their work as a "higher calling." Mr. Willie Vukela, DPSA Acting Director-General, echoed this, emphasizing that Africa's primary challenge is not a lack of resources, but a gap in implementation—the need to turn knowledge into decisive action.

AAPAM will continue its work by consolidating these crucial insights into continental policy recommendations at the upcoming 44th AAPAM Roundtable Conference. The 9th AAPAM-DPSA Research Seminar was more than a meeting of minds, it was a definitive call to action. As crises grow more complex, the collective message is clear: Resilience is a developmental imperative. By working hand in hand, Africa can strategically move from vulnerability to preparedness, from crisis management to proactive, collaborative governance.



**“** .....  
**Mr. Willie Vukela (Left)**  
**Acting Director-General of**  
**the Department of Public**  
**Service and Administration**  
**(DPSA) alongside Prof**  
**George Scott (Right) AAPAM**  
**Secretary General during**  
**certificate award session.**  
**”** .....

# Advancing Institutional Agility and Equity in Governance: The 10th Continental African Public Service Day Celebrations

By Clifford Ogutu, AAPAM Programme Officer



**“ Prof. George Scott AAPAM Secretary General  
During a session at the African Public Service Day in Addis Ababa ”**

The 10th Continental African Public Service Day (APSD) Celebrations convened in Addis Ababa, Ethiopia, from June 21st to 23rd, 2025, following three days of intensive deliberations. Hosted by the African Union Commission (AUC) and the Federal Democratic Republic of Ethiopia, the event brought together experts, policymakers, and public service leaders under the theme: “Enhancing the Agility and Resilience of Public Institutions to Achieve Equitable Governance and Rapidly Address Historical Service Delivery Gaps.”

The celebrations were formally opened by H.E. Ato Temesgen Tiruneh, Deputy Prime Minister of Ethiopia, who emphasized that agility and resilience are not mere buzzwords but essential qualities for building institutions capable of repairing historical injustices and serving citizens efficiently. He reiterated Ethiopia’s ongoing reforms anchored on seven pillars of institutional efficiency, inclusivity, and digital transformation.

Welcoming delegates, H.E. Dr. Mekuria Haile, Commissioner of the Ethiopian Civil Service Commission, highlighted Ethiopia’s competency-driven public service reforms and its people-centred digital transformation model. He underscored the importance of moving from fragmented structures to an efficient, citizen-focused administration.

AUC Director Ms. Patience Chiradza emphasized that modernizing public institutions is not merely a technical necessity but a moral obligation to redress historical injustices rooted in colonialism and systemic marginalization.

Professor George Scott, Secretary-General of AAPAM, echoed this sentiment, stressing that African public institutions must evolve to meet the demands of a changing world marked by climate crises, digital disruption, and inequality. He emphasized the role of ethical leadership, innovation, and meritocracy in closing service delivery gaps.



**Rapporteur team following proceedings**

## Overcoming Structural Rigidity and Colonial Legacies

Core discussions centered on overcoming the enduring structural challenges embedded within African public administration. Expert panels delivered pointed critiques highlighting that many governance systems still retain colonial administrative legacies centralized, exclusionary, and rigid bureaucracies originally designed for control rather than citizen service.

It was highlighted that this historical rigidity continues to manifest as systemic exclusion, particularly impacting marginalized ethnic communities, women, youth, and persons with disabilities. The path forward, therefore, requires the intentional repurposing of state institutions integrating African values and principles into governance systems to foster inclusivity.

## Addressing Human Capital and Ethical Renewal

A critical factor undermining institutional resilience is the human capital challenge, characterized by low remuneration, brain drain, and skills shortages particularly in specialized fields like engineering, as noted by one member state. Discussions explored solutions beyond immediate salary increases, recognizing that fair compensation must be paired with intrinsic motivation. It was stressed that there's a need to reaffirm public service as a vocation rooted in purpose, ethics, and citizen-centered delivery.

## Leveraging Digitalization for Inclusive Access

Digital transformation was widely recognized as a critical lever for institutional agility, enhancing access to information, promoting transparency, and strengthening accountability across public institutions. Member states showcased significant progress, including advancements in e-Government platforms, AI integration roadmaps, and consolidated digital hubs, demonstrating a clear commitment to technological advancement.

## Strengthening Civil Society Partnership and Autonomy

The role of Civil Society Organizations (CSOs) as facilitators of citizen engagement, policy advocates, and watchdogs of public accountability was strongly affirmed. Their indispensable contributions in areas ranging from anti-corruption to constitutional reform were highlighted.

However, a key structural vulnerability identified was the over-reliance of many CSOs on foreign donor funding, which can lead to misaligned priorities and diminished accountability to local interests. It was strongly advocated for developing sustainable homegrown funding mechanisms, such as tax incentives, corporate social responsibility schemes, and local philanthropic networks.



“  
**The adjudicating team  
conducting the pavilion  
inspections during  
the APDS in Addis Ababa.**  
”

## Celebrating Excellence and Sustaining Momentum

The celebrations culminated in the 2025 APSD Continental Innovation Awards, which recognized outstanding public service initiatives from seven exhibiting member states: Cameroon, Ethiopia, Kenya, Senegal, South Africa, Zambia, and Zimbabwe.

A total of 34 initiatives were exhibited, showcasing Africa's growing capacity for homegrown, context-sensitive solutions. The winners underscored that successful public sector innovation is often decentralized and applied, emerging from non-traditional government entities such as academic institutions and specialized public institutes.



### Key winners included:

- **Ethiopian Federal Police – Best Managed Organisation**
- **Tharaka University (Kenya) – Best Innovation in Service Delivery**
- **South Africa's E-Panic Button – Most Accountable and Transparent Organisation**
- **Zimbabwe – Best Pavilion and Exhibition Booth**



## Closing Ceremony

In her closing remarks, Ms. Patience Chiradza thanked all partners, particularly the Government of Ethiopia and AAPAM. She reaffirmed the commitment of AUC to translating the conference outcomes into action. She urged participants to take the lessons back to their countries and sustain the momentum for transformation.

H.E. Adem Farah, representing the Ethiopian Government, reaffirmed that institutional reform must remain a top priority for African states. He called for deepened partnerships, moral leadership, and the adoption of citizen-centred service models aligned with Agenda 2063 and the Sustainable Development Goals (SDGs).

The overarching message from Addis Ababa was resolute: Africa must take full ownership of its development path. Building agile, equitable, and resilient institutions demands ethical professionalism, investment in human and digital capital, and genuine partnership with civil society. The momentum ignited at the 10th APSD must now propel sustained, inclusive reforms ensuring a future where every African benefits from responsive, transparent, and citizen-driven public service.

# UN Public Service Forum hosted by UNDESA and the Republic of Uzbekistan

By Julie Muia, Senior Programmes Officer AAPAM

The 2025 United Nations Public Service Forum (UNPSF) was co-organized by United Nations Department of Economic and Social Affairs (UN DESA) through its Division for Public Institutions and Digital Government (DPIDG) and the Ministry of Digital Technologies of the Government of the Republic of Uzbekistan. The forum was held in the historic city of Samarkand, Republic of Uzbekistan from 23rd to 25th June 2025, under the theme 'Five years to 2030: Accelerating Public Service Delivery for a Sustainable Future'.

In keeping with the theme, the Samarkand Forum aimed to take stock of the gains made on the SDGs as the world counts down 5 years to 2030, as well as raise a clarion call to accelerate action especially to the most pressing government challenges including dwindling public trust, socio-economic volatility, climate change among others.

As such, public administration plays a pivotal role in addressing these challenges by translating global commitments into tangible actions at the national and local levels. Through accelerated action to strengthen public institutions, foster innovation, harness digital technology, and building strong partnerships, governments can ensure inclusive public service delivery that reaches all communities, closing the 'last mile gap'.

Over the years, the UNPSF programs have provided a platform for public administrators and likeminded stakeholders to converge in an effort to build capacity and share experiences in the realm of public administration and service delivery. AAPAM, as a DESA partner, participated at the UNPSF and shared experiences on strengthening institutions capacities through public sector innovation.

## Public Servants as Agents of Change for Public Sector Innovation

With ever increasing socio-economic challenges, an actively informed and engaged citizenry and emerging new technological advances that support ease of information sharing and knowledge acquiring, it is imperative for governments to undertake a proactive rather than a reactive approach to service delivery.

Innovation provides a ripe opportunity for governments to engage with citizens and provide practical solutions to pervading challenges in a timely manner. In government, the bureaucratic system, as ascribed by Max Weber, is strongly founded on principles of compliance especially with regards to following prescribed rules, procedures and structures. Interestingly, bureaucracy was integral, whether in public or in private practice<sup>1</sup>. Debate continues on whether bureaucracy is adaptable and flexible enough to absorb dynamic and unpredictable change, while scholarship remains conflicted on the relation between bureaucracy and innovation<sup>2</sup>. Undecidedly as it may be, the bureaucratic organizational style is widely adopted, innovate should then take root within the bureaucratic system as an enabler, providing solution to challenges; regulator, promoting effectiveness, accountability and inclusivity in service delivery; accelerator, of sustainable development, wealth and employment creation.

Pursuant to the aspirations of the Africa Agenda 2063 and the SDGs, Innovation is lauded as a catalyst for public sector transformation with the public sector institutions charged with the responsibility of creating a conducive environment to nurture

and institutionalize innovation as well as build the capacities and competencies of administrators innovate.

Enablers of innovations include digital technology and digital transformation which are often referred synonymously with innovation. Technology powered innovations witnessed in the African public sector have revolutionized government service delivery as well as citizen engagement and participation. Government electronic services such as E-citizen portals have enhanced citizen engagement and efficiency in service value. Similarly, innovations in transport, agriculture, environment, education, justice, health, financial services among other service sectors have transformed established practices and enhanced service delivery further opening new avenues of employment creation- a critical need for the world's youngest continent.

While digital technology has been the biggest catalyst for innovations, some innovations devoid of digital technology have made significant impact in Africa especially at the local level where technology awareness and consumption remains notably abysmal due to limited infrastructure, capacity and access.

Leadership has also been regarded as an enabler of innovation, studies have shown that transformational leadership, characterized as charismatic role modeling, individualized consideration, inspirational motivation, and intellectual stimulation, positively influences organizational innovation<sup>3</sup>. Evidently, the character, competence, and commitment of leaders affect public-sector organizations' ability to deliver responsive, innovative, and efficient services to citizens.

Barriers that prevent public servants from embracing innovation were discussed include:

- *Weak institutional frameworks (corruption/ incompetence/nepotism/tribalism/rent seeking/ toxic environment)*
- *Skills/ Knowledge gap- technical, educational and administrative gaps-Knowledge management continuous learning and development*
- *Lack of communication/ involvement in process*
- *Fear of employment losses through redundancy/ job cuts replacement with technology*

## Recommendations

Effective Human Resource Management and Development strategies, including meritocratic recruitment, training and career development opportunities

- *Building collaborative partnerships with institutions of higher learning and research organizations*
- *Establishing and strengthening institutions with policies and frameworks to encourage, promote and co-ordinate innovations.*
- *Mindset change can overcome barriers of innovation, this can be through training and capacity building, organizational restructure (upskilling/retooling)*
- *Celebration of innovative approaches and process as embraced by AAPAM innovative Management Award (IMA) programme, African Union Public Service Awards as well as the UN Public service Awards*

<sup>1</sup><https://ia600202.us.archive.org/8/items/MaxWeberEconomyAndSociety/MaxWeberEconomyAndSociety.pdf>

<sup>2</sup>Academy of Management Annals, December 2021

<sup>3</sup>[https://www.researchgate.net/publication/388622247\\_Transformational\\_Leadership\\_in\\_E-Government\\_Fostering\\_Innovation\\_and\\_Efficiency\\_in\\_Public\\_Administration](https://www.researchgate.net/publication/388622247_Transformational_Leadership_in_E-Government_Fostering_Innovation_and_Efficiency_in_Public_Administration)

<sup>4</sup><https://www.apo-tokyo.org/wp-content/uploads/2018/09/Public-sector-Leadership-for-Innovation-and-Productivity.pdf>

# **Strong Nations for Africa Programme (SNFAP) 2025**

## **Understanding and Stewarding Strong Nations**

**By Julie Muia, Senior Programme Officer AAPAM**



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..... “ **Participants during the opening ceremony** .....  
..... **of the Africa segment in Arusha Tanzania** ..... ”  
.....

The Strong Nations for Africa Programme (SNFAP) is a leadership development programme organized by African Association for Public Administration and Management (AAPAM) and the Chandler Institute of Governance (CIG) the intricately designed programme targets public sector leaders of all calibre with the objective of raising a committed community of African public sector leaders and promoting effective practices and tools for good governance through theoretical foundational studies in the African continent and practical skills- through extensive experiential study tours both in the Continent and in Singapore. Since the inception of the SNFAP in 2023, the programme has enlisted the participation of 66 participants from 14 African countries including Tanzania, Ghana, Kenya, Tunisia, Uganda, South Africa, Malawi, Rwanda, Mauritius, Niger, Lesotho, Somalia, Sierra Leone, Zambia.

The 2025 programme was graciously hosted by United Democratic Republic of Tanzania through the Tanzania Public Service College (TPSC) in Arusha, Tanzania from 4<sup>th</sup> – 8<sup>th</sup> August 2025 under the topic Strengthening National and Local Institutions through Capacity Building within the context of the overarching theme of Understanding and Stewarding Strong Nations. Following a rigorous selection process, 26 applicants from 9 countries including South Africa, Zambia, Malawi, Somalia, Lesotho, Uganda, Tanzania, Tunisia and Kenya participated in programme. Additionally, in attendance were representatives from CIG, who included the Dean of the Chandler Academy of Governance (CIG), partners from the African Union Advisory Board Against Corruption (AUABC), the Eastern and Southern African Management

Institute (ESAMI) and the Tanzania Public Service College (TPSC).

For the 5 days, a highly specialized team of experts delivered the high impact programme using a rich blend of



.....  
..... **Participants during the opening ceremony** .....  
..... **of the Africa segment in Arusha Tanzania** .....  
.....

teaching methods including presentations, group work, videos, simulation and experience sharing, reflective journalling, participants experienced a vibrant and interactive learning environment as they explored salient governance topics such as, Transformational leadership, Public sector accountability, Inclusive governance, Budget credibility and resource prioritization, Strengthening homegrown innovations, Foresight and strategic planning as well as Mental health and wellness in the public service.

Emanating from the sessions and discussions participants explored the historical context of strong nations as well as the ever-evolving nature of global governance influenced by 3 key factors;

- *Leadership -characterized by good governance and strong institutions*
- *Economic stability- characterized by a vibrant market place*
- *National values- characterized by a unified community*

Participants were challenged to reflect back on their Nation’s history and envision a future using foresight skills as well as align national development plans and policies on the citizen’s aspirations and needs. Participants observed that the Singapore development trajectory was predicated on alignment of core policies, racial & religious equality and harmony and meritocracy.

**Governments were therefore encouraged to:**

1. Observe public sector accountability as the cornerstone for Strong Nations in Africa
2. Leverage technology for public sector transformation and modernization
3. Invest in enterprise to spur economic development, the AfCFTA presents a viable framework for partnership and collaboration
4. Consider public trust as the invisible currency of governance and democracy
5. Identify and address skills gaps that require training and capacity building

Away from the theoretical learning, participants had the opportunity to undertake study tours to the East African Community (EAC) Headquarters in Arusha. The EAC is the Regional Economic Community (REC) for the Eastern African countries, it has a membership of 8 states; [Democratic Republic of the Congo](#), [Republic of Burundi](#), [Republic of Kenya](#), [Republic of Rwanda](#), [Federal Republic of Somalia](#), [Republic of South Sudan](#), [Republic of Uganda](#), and [United Republic of Tanzania](#) boosting a combined GDP of \$312.9 billion in GDP (2021 Report) and an estimated population of 331.1 million (2023 report) According to the 2021 AU African Integration Report, the EAC is the second most integrated REC in the Continent with an African Multi-dimensional Regional Integration Index (AMRI) score of 0.73 out of a possible 1. Score. A clarion call was made to strengthen the RECs as the building blocks for Africa’s integration and sustainable development.

**MOU Signing with Eastern and Southern African Management Institute (ESAMI)**

The Eastern and Southern African Management Institute (ESAMI) hosted SNFAP participants to an elaborate visit which featured a courtesy visit to the Director General, cocktails and dinner at the Headquarters, the visit was crowned by an MOU signing which solidified the collaboration between AAPAM and ESAMI. The 5-year collaboration aims to leverage on the institutional strengths of both organization for deeper and wider impact in the practice and study of public administration in the Continent.

**Application for the SNFAP 2026 edition will open soon.**



**Participants of the Programme during the certificate award session in Singapore**



# AAPAM and AfreGov Propel Africa's Digital Governance Transformation

By Erick Odongo, Intern AAPAM

AFRICAN ASSOCIATION FOR  
PUBLIC ADMINISTRATION AND  
MANAGEMENT (AAPAM)



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



AAPAM–AFREGOV WEBINAR

THEME

## ACCELERATING INCLUSIVE E-GOVERNANCE IN AFRICA:

INNOVATIONS, INSTITUTIONS, AND CITIZEN ENGAGEMENT

THURSDAY 18th  
SEPT, 2024

11:00am –  
1:00pm (ETA)  
zoom

REGISTER: [bit.ly/AAPAMWebinar](https://bit.ly/AAPAMWebinar)

[www.afregov.africa](http://www.afregov.africa)

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The African Association for Public Administration and Management (AAPAM), in collaboration with the Africa e-Governance Conference Initiative (AfreGov), successfully convened a high-level webinar on “Accelerating Inclusive e-Governance in Africa: Innovations, Institutions, and Citizen Engagement” on 18th September 2024.

This knowledge-sharing dialogue brought together over a hundred senior policymakers, scholars, digital transformation leaders, and governance practitioners from across Africa and beyond. The discussions underscored that digital governance is no longer a choice but a necessity for Africa’s sustainable development, institutional resilience, and citizen empowerment.

### Rethinking Governance in the Digital Age

Speakers and panelists examined how Africa can strengthen governance systems through digital innovation, institutional reform, and inclusive access to technology. The exchange highlighted that while digital transformation offers unprecedented opportunities to improve transparency and service delivery, it must be underpinned by trust, inclusion, and sound regulatory frameworks.

#### Key reflections included:

- *The urgency to bridge Africa's digital divide, ensuring that rural and marginalized populations benefit from e-services.*
- *The importance of data protection, cybersecurity, and digital literacy in building public confidence in e-governance systems.*
- *The call for public-private partnerships and regional cooperation to harmonize digital governance frameworks across borders.*
- *Recognition of the role of leadership foresight and institutional capacity in sustaining digital transformation beyond political cycles.*

The dialogue also emphasized that Africa’s e-governance agenda should go beyond digitizing bureaucracy, it must reshape how governments listen, engage, and deliver for their citizens.

### From Digital Inclusion to AI-Driven Public Service

Following the success of the webinar, AAPAM is set to continue advancing the digital governance agenda at the upcoming 44th AAPAM Annual Roundtable Conference scheduled for 2nd–5th December 2025, in Mbabane, Kingdom of Eswatini.

The conference, themed “Agile Public Administration: Partnership and Digital Transformation for Citizen-Centric Service Delivery,” will spotlight how Artificial Intelligence (AI), data analytics, and automation can revolutionize the efficiency and responsiveness of African public institutions.

Artificial Intelligence in strengthening decision-making, enhancing service delivery, and improving governance transparency across Africa’s public sector. However responsible AI adoption must be grounded in strong ethical standards, accountability, and inclusive policymaking to ensure equity and data integrity.

### AAPAM's Vision: Innovation, Inclusion, and Impact

Through initiatives like the AAPAM–AfreGov partnership, the association continues to champion a future-ready African public service, one that leverages technology not only to automate systems but also to humanize governance by placing citizens at the heart of transformation.

AAPAM’s work in digital transformation, leadership development, and policy dialogue reinforces its mission to foster adaptive, transparent, and innovative public institutions that can navigate complexity and deliver tangible results for all Africans.

# Future-Ready Leadership: Driving Sustainable Development Through Strategic Foresight

By Erick Odongo, Intern at AAPAM



## Dignitaries and participants in a group photo during the opening ceremony of the leadership seminar in KSG, Mombasa

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

This five-day continental engagement brought together over 150 senior leaders and practitioners from Africa representing diverse sectors across Africa’s public service landscape.

Leaders emphasized the need for visionary and ethical leadership in Africa’s governance. Dr. Jacob Mbijiwe, Guest of Honor, speaking on behalf of the Principal Secretary, State Department of Public Service and Human Capital Development, highlighted that in an era of rapid change, strategic foresight is essential for effective leadership, commending AAPAM and KSG for promoting leadership excellence. Prof. George Kojo Scott, AAPAM Secretary General, underscored the importance of ethical leadership, collaboration, and capacity building in driving sustainable development. Dr. Tom Wanyama, Senior Director at KSG, reaffirmed KSG’s commitment to nurturing leaders equipped to navigate uncertainty and thanked AAPAM for its continued partnership in advancing public sector transformation

The seminar provided a dynamic platform for

leaders to reflect on emerging governance challenges, share transformative ideas, and develop practical foresight tools for sustainable leadership in an ever-evolving environment. Participants engaged in interactive sessions, case studies, and discussions that encouraged innovative thinking, collaboration, and policy coherence across different sectors and institutions.

Key sub-themes focused on strategic planning and foresight, policy coherence, evidence-based policymaking, digital transformation, and leadership innovation. The dialogue reflected Africa’s urgent need to transition from reactive governance to proactive, systems-oriented leadership capable of anticipating global shifts.

### Delegates adopted actionable recommendations across seven thematic areas, calling for governments to:

- i. ***Institutionalize foresight and strategic planning in governance.***
- ii. ***Invest in digital transformation and innovation for inclusive service delivery.***
- iii. ***Leverage education and skills development to harness Africa’s demographic dividend.***
- iv. ***Advance green and inclusive economic transformation through renewable energy and circular economy practices.***

- v. *Enhance regional integration by prioritizing cross-border infrastructure and AfCFTA implementation.*
- vi. *Promote policy coherence via whole-of-government and whole-of-society collaboration.*
- vii. *Strengthen succession planning and institutional adaptability in public service management.*

In the closing remarks, Prof. George Kojo Scott, AAPAM Secretary General, thanked the Kenya School of Government (KSG) for the fruitful collaboration and commended participants for their active engagement. He emphasized that strategic foresight is vital in shaping Africa’s future leadership and reaffirmed AAPAM’s commitment to fostering innovation and excellence in public service.



**“  
Delegates during the gala dinner  
hosted by AAPAM  
”**

Dr. Tom Wanyama, Senior Director at KSG, appreciated AAPAM and the participants for their contributions, highlighting that visionary and adaptable leadership is key to navigating future challenges urging attendees to apply the lessons learned within their institutions and formally declared the seminar officially closed.

The seminar reaffirmed AAPAM’s commitment to fostering bold, accountable, and visionary leadership that turns uncertainty into opportunity.

AAPAM and KSG Congratulates all who made the seminar a success. All can access seminar materials via:

<https://www.aapam.org/future-ready-leadership-driving-sustainable-development-through-strategic-planning-and-foresight/>

# Breaking the Chains: AAPAM Sparks Dialogue on Women, Poverty, and Corruption in Africa

By Erick Odongo, Intern at AAPAM

The banner features logos for Stellenbosch University, SPL (School of Public Leadership), AAPAM (African Association for Public Administration and Management), AIPRC (Africa International Policy Research Center), and V20. It includes a photograph of a woman and a man in a rural setting. Text on the right provides the date (26 September 2025, 09.00–10.30 SAST), the event format (ONLINE Zoom event), and a registration link. A call to action states: "Join us as we illuminate the gendered dimensions of corruption and poverty through evidence-based dialogue."

The African Association for Public Administration and Management (AAPAM), in collaboration with Stellenbosch University, the Africa International Policy Research Centre (AIPRC), and V20 Values 20, convened a powerful online dialogue on 26th September 2025 under the theme “Breaking the Chains: Women, Poverty, and Corruption in the Quest for Inclusive Development.”

The webinar brought together influential voices from academia, government, civil society, and development institutions to unpack one of Africa’s most pressing governance challenges, the intersection of gender inequality, poverty, and corruption.

## Confronting Interlinked Barriers to Inclusive Development

The discussion illuminated how corruption undermines women’s access to essential services such as healthcare, education, and justice, while perpetuating gendered abuse like sextortion, a phenomenon widely recognized by Transparency International as a hidden form of exploitation in public systems.



Speakers emphasized that governance reform must be intentionally gender-responsive, recognizing that women experience corruption differently and disproportionately. The IMF’s 2024 study on gender impacts of macro-economic reforms was cited to underscore how poorly designed economic measures can widen gender gaps unless equity considerations are embedded from the start.

## Breaking the Chains: Women, Poverty, and Corruption in the Quest for Inclusive Development

Corruption limits access to vital services like healthcare, education, and justice while reinforcing gendered power imbalances. Transparency International notes that women face unique forms of corruption, such as sextortion, and are often excluded from accountability decision-making. The intersection of gender, poverty, and corruption needs urgent focus. The IMF’s 2024 review of 150 programs shows that reforms can either reduce or worsen gender inequality, making gender-responsive governance essential to ensure anti-corruption efforts don’t deepen existing disparities.

Join us as we illuminate the gendered dimensions of corruption and poverty through evidence-based dialogue.

Date: 26 September 2025, 09.00–10.30 SAST

ONLINE Zoom event –: [Click here to register](#)

After registering, you will receive a confirmation email containing information about joining the webinar.

## From Awareness to Action

Participants called for a **multi-sectoral approach** to tackling gendered corruption, one that strengthens social protection systems, amplifies women’s leadership in anti-corruption efforts, and integrates gender data in policy monitoring.

### Key recommendations included:

- i. *Embedding gender-sensitive anti-corruption policies in national governance frameworks.*
- ii. *Expanding women’s participation in oversight institutions and public decision-making.*
- iii. *Promoting public education campaigns to challenge norms that normalize corruption and inequality.*
- iv. *Building regional coalitions to sustain advocacy for gender-responsive governance.*

## AAPAM’s Ongoing Commitment

Through initiatives like this, AAPAM continues to champion inclusive, ethical, and citizen-centered governance. The Association remains steadfast in facilitating dialogues that drive evidence-based policy reform, foster gender equity, and strengthen institutional integrity across Africa.

# ***Celebrating the Legacy of the Late Rt. Hon. Raila Amolo Odinga: A Lifelong Champion of Democratic Governance and Public Service in Africa.***

*By Clifford Ogutu and Erick Odongo, Intern at AAPAM*



When news of the passing of the Rt. Hon. Raila Amolo Odinga broke, a deep wave of sorrow swept across Kenya, Africa, and beyond. Streets, airwaves, and digital spaces were filled with heartfelt tributes, reflections, and prayers from citizens and leaders alike. The nation stood still, united in grief for a statesman whose voice had long echoed the hopes and struggles of his people. Across Kenya and Africa, countless men and women mourned not just the loss of a political leader, but of a symbol of courage, justice, and enduring faith in the promise of a better Africa. His passing evoked profound emotion, a reminder of a lifetime spent in service, sacrifice, and steadfast commitment to the ideals of democracy and human dignity.

The African Association for Public Administration and Management (AAPAM) join the people of Kenya, Africa, and the Global community in mourning the passing of the Rt. Hon. Raila Amolo Odinga, former Prime Minister of the Republic of Kenya and a towering Statesman whose life embodied the spirit of public service, integrity, and resilience.

As Prime Minister from 2008-2013, Rt. Hon. Odinga demonstrated transformational leadership, steering Kenya through a delicate post-conflict reconciliation period following the 2007–2008 crisis. His stewardship was instrumental in implementing the National Accord and Reconciliation Act, which laid the foundation for Kenya's 2010 Constitution, a landmark achievement in governance reform and devolution.

Beyond Kenya, Raila Odinga was a respected Pan-African figure who championed regional integration and democratic renewal across the continent. His tenure as the African Union High Representative for Infrastructure Development in Africa (2018–2023) marked a new chapter in continental cooperation. Under his leadership, major strides were made toward advancing infrastructure connectivity, promoting intra-African trade, and reinforcing the ideals of the African Union's Agenda 2063.

AAPAM pays tribute to a leader whose life's work transcended politics, a man who truly lived for Africa. As we honor his memory, we reaffirm our commitment to upholding the values he championed: democracy, public accountability, and servant leadership.

May his legacy continue to illuminate the path toward a more just, inclusive, and prosperous Africa.

***Rest in Peace, Rt. Hon. Raila Amolo Odinga, your service, vision and courage will forever remain etched in the story of Africa's public leadership.***



## **African Association for Public Administration and Management (AAPAM) 2026 Calendar of Programmes**

<b>Programme</b>	<b>Date</b>	<b>Venue/ Country</b>	<b>Partnering Institution</b>	<b>Target Group</b>
<i>World Government Summit programme</i>	<i>3rd -5th February</i>	<i>Dubai, United Arab Emirates</i>	<i>World Government Summit</i>	<i>Invited Participants</i>
<i>Trainer of Trainer (T.O.T) Programme Cohort 2</i>	<i>23rd – 27th March</i>	<i>TBD</i>	<i>TBD</i>	<i>Selected participants</i>
<i>Public Lecture/ Research forum</i>	<i>April</i>	<i>TBD</i>	<i>Kenyatta University</i>	
<i>43rd Conference of the National Forum for Black Public Administrators (NFBPA)</i>	<i>7th- 11th April</i>	<i>Philadelphia, USA</i>	<i>National Forum for Black Public Administrators (NFBPA)</i>	<i>Invited participants</i>
<i>10th Edition Research Seminar</i>	<i>26th- 28th May</i>	<i>School of Business Leadership: Stellenbosch University - Bellville Campus, Cape Town South Africa</i>	<i>DPSA</i>	<i>All</i>
<i>Africa Public Service Day</i>	<i>21st- 23rd June</i>	<i>National</i>	<i>AU</i>	<i>All</i>
<i>UN Public Service Day</i>	<i>June</i>	<i>Tbilisi, Georgia</i>		<i>Invited Participants</i>
<i>Strong Nations for Africa Programme</i>	<i>August</i>	<i>Africa Online Singapore</i>	<i>Chandler Institute of Governance (CIG)</i>	<i>Selected Participants</i>
<i>Research Webinar</i>	<i>August</i>	<i>Webinar</i>	<i>Kenyatta University</i>	<i>All</i>
<i>Leadership Conference</i>	<i>21st – 25th September</i>	<i>Kenya School of Government Mombasa, Kenya</i>	<i>KSG</i>	<i>All</i>
<i>45th Roundtable Conference</i>	<i>8th- 11th December</i>	<i>Kingdom of Lesotho</i>	<i>Kingdom of Lesotho</i>	<i>All</i>





The African Association  
for Public Administration  
and Management (AAPAM)

UN Avenue,  
132 Fuchsia Close, Gigiri  
P. O. Box 48677 - 00100  
Nairobi, Kenya.

Tel: +254 020 262 9650  
+254 712 366 787  
Email: [aapam@aapam.org](mailto:aapam@aapam.org)  
[www.aapam.org](http://www.aapam.org)

🐦 @aapam\_org  
📘 (AAPAM) - African Association  
for Public Administration  
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