AFRICAN ASSOCIATION FOR
PUBLIC ADMINISTRATION AND
MANAGEMENT (AAPAM)

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

Promoting innovation in the public sector through the African Association for Public administration and Management (AAPAM) Innovative Management Awards (IMA)

Innovations are widely appreciated as key drivers for growth and development. Indeed, creativity has been identified as core to the attainment of the African Union Agenda 2063 and the 2030 Global Sustainable Development Goals. Since the public sector is the engine of development in any country, they should transform from the traditional approaches to service delivery and operations to more responsive, effective, efficient and innovative way of conducting business. Innovation is cardinal in the elevation of government processes, systems and procedures to a more dynamic, flexible and responsive institution's way of conducting business.

In 2005, the African Association for Public Administration and Management (AAPAM) introduced the Innovative Management Award (IMA) to recognize innovations in the public sector through the introduction of new ideas and new operational and management methods. IMA is a continental award honoring public-sector institutions, organizations and ministries which have made exceptional and longstanding contributions to the public.

The purpose and objectives of the Award are included.

   i.   To recognize and publicize innovations in the public sector which are worthy of emulation.

  ii.   To enhance the image of the public sector in Africa.

 iii.   To promote innovation in the public sector by encouraging and recognizing organizations and people for creative and effective ways of solving specific problems of administration and management.

 iv.   To facilitate the transfer of innovations and best practices as a way of improving the quality of Public Administration and Management in Africa.

The award is given during the AAPAM Annual Round-table Conference with an aim that the African countries and institutions will replicate the innovative ideas and concepts of the winners to enhance their operations. Consequently, the following is a highlight of the winning projects in the last five AAPAM Annual Round-table conferences.

AAPAM Innovative Management Awards (IMA) Winners – 2025

Local Government Integrated Information System - Chipata City Council (Zambia)
Gold Award

Chipata City Council implemented the Local Government Integrated Information System (LGIIS), a home-grown digital platform, to address inefficiencies, revenue leakages, and low compliance caused by manual and fragmented revenue collection systems. The system integrates billing, digital payments, GIS mapping, customer management, real-time reporting, and audit trails across key revenue streams, creating a single source of truth and strengthening oversight and transparency. Since its rollout, LGIIS has significantly improved efficiency and accountability, increasing own-source revenue from about USD 300,000 to between USD 1.5–2 million while restoring public trust and enhancing service delivery. Entering a commercialization phase in 2025, LGIIS is being prepared for nationwide rollout, positioning Chipata City Council as a model for sustainable, technology-driven local government finance management in Zambia.

Kargopay - Kenya Ports Authority (Kenya) Silver Award

KargoPay is a transformative digital payment platform launched in August 2023 to modernize and streamline financial transactions within the Kenya Ports Authority (KPA) by enabling secure, 24/7 payments aligned with the port's round-the-clock operations, eliminating long-standing delays caused by traditional banking hours. By integrating multiple payment channels—including bank transfers, RTGS, Pesa Link, and mobile money—and connecting seamlessly with the SAP ERP for instant reconciliation and automated receipting, KargoPay has significantly enhanced operational efficiency, reduced cargo dwell times, improved cash flow, and cut outstanding client debt. Extensive stakeholder engagement, phased development, and continuous post-launch support have driven strong adoption, resulting in a 90% increase in customer satisfaction, faster revenue collection, improved transparency, and greater trust among port users. With its multicurrency, cross-border capabilities and real-time transaction visibility, KargoPay positions KPA as a regional leader in digital trade facilitation, offering a scalable model that other ports can adopt to strengthen efficiency, resilience, and service delivery.

Temanti Chatbox - Eswatini Water Services Corporation (Kingdom of Eswatini) Bronze Award

The Eswatini Water Services Corporation (EWSC) is driving a nationwide digital transformation to enhance public service delivery through two flagship innovations—the Temanti WhatsApp chatbot and the EWSC Mobile App—designed to expand access, improve efficiency, and reduce reliance on physical service centres. These platforms leverage high national digital readiness (including 81% smartphone penetration and 99% 3G coverage) to provide inclusive, user-friendly services such as bill payments, fault reporting, meter readings, and customer support, enabling equitable access for both smartphone and basic-phone users via USSD. Temanti has significantly reduced customer wait times, grown to over 4,500 monthly users, and increased collections, while the EWSC App now supports 33,000 users (40% of EWSC's customer base) and processes over $65,000 monthly through 5,000+ transactions. Together, these digital tools modernize water service delivery, reduce operational costs, accommodate growing customer demand, and support national water and

sanitation expansion projects that will onboard over 240,000 beneficiaries into digital service channels.

Tele ICU - Western Cape Department of Health, George Hospital (South Africa) Glass Award

TeleICU is a transformative digital health innovation that connects remote and underserved hospitals with ICU specialists in real time, improving critical-care outcomes through rapid consultation, continuous monitoring, and strengthened clinical decision-making; implemented at facilities such as Groote Schuur Hospital and George Regional Hospital, it has demonstrated measurable impact—including reduced length of stay, optimized resource use, and greater equity in access to high-quality care—while supporting frontline clinicians, reducing unnecessary transfers, and aligning with broader public-sector digital transformation goals to build a scalable, citizen-centred, and resilient health system.

Digital Fertilizer Farmers' Registration System - Tanzania Fertilizer Regulatory Authority (Tanzania) Glass Award

The Agricultural Input Support System, implemented by the Tanzania Fertilizer Regulatory Authority (TFRA), is a transformative digital initiative that streamlines fertilizer subsidy distribution, enhances transparency, and empowers farmers through secure identification tools such as Customary Certificates of Occupancy and CRDB-issued farmer smart cards. By improving access to finance, ensuring timely availability of inputs, and reducing inefficiencies and fraud, the system has helped drive a nationwide increase in productivity—most notably raising maize output by 53% from 8 million MT in 2023 to 12.26 million MT in 2024—and significantly boosting fertilizer utilization from 363,598 MT in 2021/22 to 972,505 MT in 2024/25. This digitally enabled, data-driven platform strengthens collaboration across the Ministry of Agriculture and its agencies, supporting evidence-based decision-making and reinforcing a more efficient, accountable, and farmer-centric agricultural ecosystem.

United Africa Government Youth Friendly Innovation Programme - Office of the Head of Civil Service (Nigeria) Special Award

The United Africa Government Youth-Friendly Innovation Program is a continental reform model designed to accelerate digital public service transformation and youth inclusion by addressing critical governance gaps such as long service delays, limited youth representation, and unequal digital access. Through a three-pillar architecture—digital service portals, civic-tech innovation labs, and transparent feedback dashboards—the program has expanded from initial discovery in 2022 to continent-wide scale by 2024, producing over 100 digital solutions and training 20,000+ youth across 10+ countries. Demonstrated impacts include 60% faster public services, a 41% rise in citizen trust, major nationwide improvements such as Nigeria's ID processing drop from 42 days to 6, Kenya's 20% reduction in maternal deaths, Rwanda's land title issuance cut from 180 to 21 days, and South Africa's recovery of R287M from strengthened anti-corruption reporting. As the first Africa-wide youth-embedded governance model, it offers scalable, policy-anchored reforms aligned to the SDGs, Agenda 2063, and AAPAM's mandate, with a 2030 vision to train 100,000 youth, expand to 30 nations, and establish a continental digital governance fund.

AAPAM Innovative Management Awards (IMA) Winners – 2024

Kangata Care – Universal Health Coverage (Murang'a County, Kenya) Gold Award

Kangata Care is a county-led Universal Health Coverage (UHC) program established through legislation to improve access, affordability, equity, and quality of healthcare in Murang'a County. It partners with the National Health Insurance Fund (now the Social Health Authority) to cover indigent populations, support pregnant mothers, strengthen maternal and child health, improve nutrition, and enhance health system governance and surveillance. The program has significantly reduced communicable diseases and infant mortality while expanding access to healthcare in remote areas. Its institutionalized, sustainable, and inclusive model is replicable across Kenya and other African countries.

Implementing a Responsive Customer-Centric Health Insurance Scheme – NHIMA (Zambia) Silver Award

Zambia's National Health Insurance Management Authority (NHIMA) implemented a mandatory, solidarity-based national health insurance scheme aimed at improving customer experience, efficiency, transparency, and innovation. Through digital platforms, automation, AI-driven chatbots, and staff training, NHIMA streamlined claims processing, enhanced accessibility, reduced wait times, and empowered employees. The initiative has improved service delivery, accountability, and citizen satisfaction, offering valuable lessons for public sector innovation.

MAIA – Mauritius Government Chatbot (Mauritius) Bronze Award

MAIA is an AI-powered government chatbot launched in 2023 to improve citizen access to government information and services. Leveraging AI, machine learning, and natural language processing, MAIA provides a unified, 24/7 platform across portals, mobile apps, and SMS. Its phased and agile development, strong data security framework, and continuous improvement approach have enhanced efficiency, convenience, and citizen engagement. MAIA serves as a model for digital government and citizen-centric service delivery.

Digital Decent Life Platform "Hekayetna" (Egypt) Glass Award

"Hekayetna" is a digital platform developed under Egypt's "A Decent Life" initiative to transform public service delivery in rural areas. Launched in 2022, it integrates multiple government services into a single digital ecosystem accessible via mobile app and e-portal. The platform has improved access to services, enhanced digital literacy, supported local economies, promoted social inclusion, and increased administrative efficiency. It aligns with Egypt's Vision 2030 and the Sustainable Development Goals and is scalable to other regions.

National e-Procurement System of Tanzania (NeST) – Tanzania Glass Award

NeST is a locally developed, government-funded digital procurement system launched in 2022 to modernize and enhance transparency in public procurement. It automates the procurement lifecycle, incorporates digital signatures, machine learning–based bid

evaluation, fraud detection through a Tender Tracker, and big data analytics. With plans to integrate artificial intelligence, NeST has significantly improved efficiency, reduced errors, enhanced accountability, and strengthened decision-making in procurement processes.

Uganda Electronic Investors Protection Portal / Digital Passport System (Uganda) Special Award

Uganda transformed its passport and immigration services through comprehensive digital innovation aimed at eliminating corruption, inefficiency, and middlemen. The system introduced online applications, automated scheduling, digital payments, queue management, system integration, and real-time tracking. Processing times were reduced from months to 1–3 days, revenues increased, and public trust was restored. The citizen-centered model has been replicated abroad and recognized nationally and internationally as a best practice in public service delivery.

AAPAM Innovative Management Awards (IMA) Winners – 2023

Smart Agriculture Box initiative- Department of Agriculture, Rural Development, Land and Environmental Affairs, South Africa- Gold Award

The Smart Agriculture Box initiative in Mpumalanga, South Africa, addresses food insecurity, poverty, and climate change by enhancing food security, conserving water, and fostering community collaboration. The initiative was necessitated by the urgent need to address food insecurity, combat poverty, unemployment, and mitigate the adverse impacts of climate change. With a focus on maximizing limited resources, the project harnessed innovative solutions, leveraging technological advancements in agriculture which ensures sustainable agricultural practices. Its success signifies a transformative model, emphasizing localized solutions and technology-driven farming.

Innovation in Hiring, Training, and Promotion- Central Agency for Organization & Administration (CAOA), Arab Republic of Egypt- Silver Award

The Central Agency for Organization & Administration (CAOA), in collaboration with the office of the Prime Minister, established the National Capacity Assessment and Competitions Center (NCACC) this is a countrywide center that harnesses the best practices in governance and assessment standards. The Center has developed a comprehensive assessment scheme void of human intervention to ensure the elimination of bias, nepotism, or favoritism. This follows the premise that an efficient, innovative, and adaptive civil service is key to carrying out policies, ensuring the best utilization of resources, and providing the populace with quality services in the realm of health, justice, education, and public security. This innovation has enhanced the caliber of civil servants, strengthened confidence in the civil service, and facilitated in attracting the best talents to join the public service ranks.

Gender-Based Violence (GBV) Protection Tool LESPWAR- Ministry of Gender Equality and Family Welfare, Republic of Mauritius – Bronze Award

Lespwar (Mauritian Creole for "Hope" App was launched to address the scourge of GBV, the innovation is an initiative of the Prime Minister's Office, the Ministry of Gender Equality and Family Welfare and the United Nations Development Programme (UNDP). The App Lespwar is equipped with a panic button that will detect the location, enabling officers of the Ministry of Gender Equality and Family Welfare and the Mauritius Police Force to provide quick assistance to victims of GBV. Through the GBV application, there is now dedicated Family Welfare and Protection Officers of the Ministry of Gender Equality and Family Welfare on call who follow up with survivors and the Police Response Team on the ground for a more targeted service.

E-HR Project- Ministry of Public Service, Administrative and Institutional Reforms, Republic of Mauritius- Glass Award

The Ministry of Public Service, Administrative and Institutional Reforms (MPSAIR) developed the digital transformation initiative, the e-HR project, with the aim of implementing digitally enabled processes of end-to-end core Human Resource (HR) processes in the Public Service. The initiative aligns with the Public Sector Business Transformation Strategy (PSBTS) in the context of Government's renewed vision for a modern, efficient, and effective public service as well as to foster a" whole-of government" approach towards public service delivery. Since its phased implementation both LMS and Core HR modules are operational in 78 organisations across the Public Service, involving more than 57, 000 public officers.

Streamlined E-Services for Passport and Visa Applications- Ministry of Home Affairs, Immigration, Safety and Security, Republic of Namibia- Glass Award

In the quest for efficient public sector digital transformation, "Streamlined Namibia's E-Services for Passport and Visa Applications" innovation simplifies processes, enhances security, and has attracted over 100,000 visitors, setting a digital age precedent. The driving force behind this project stemmed from the imperative need to modernize and digitize government services in order to align with the ever-evolving expectations of citizens and foreigners alike. E-services has empowered citizens to apply for passports using their Namibian ID and extended the capability for foreigners to apply for short-term employment permits and holiday visas online via the public-facing frontend of E-Services. This platform not only streamlined the entire application process but also incorporated a Backend Management System, a cornerstone of this endeavor, playing a pivotal role in ensuring the efficient handling of applications and providing a seamless experience for applicants.

AAPAM Innovative Management Awards (IMA) Winners – 2022

Yalla Super App Integrated – Egypt Post, Ministry of Communication & Information Technology, Arab Republic of Egypt- Gold Award

This innovation aimed to transform financial services by offering a fully digital financial services account, offering: Payments, Remittances, Savings, Investments & Insurance. Yalla App is the first super App in the Middle East & Africa for all daily financial & non-financial needs to send & receive money, pay merchants online & offline & place orders. As of 2022, the App had over 900,000 downloads with transactions worth over 500 million Egyptian Pounds.

Housing for all Egyptians – Social Housing and Mortgage Finance Fund, Arab Republic of Egypt- Silver Award

The program is designed to assist the government of Egypt to improve the housing sector performance by designing and implementing new projects that provide adequate and affordable housing units, building integrated housing communities with needed services introducing new policies and coordinating with stakeholders. Social Housing and Mortgage Finance Fund (SHMFF) is providing subsidized housing units for low-income households, linked to mortgage finance facility to increase affordability, providing full-service residential community, in cooperation with many authorities to subsidize mortgage interest rates and improving citizens' accessibility to obtain housing units; Thus assisting government improving the housing sector through implementing innovative sustainable programs.

Central Chronic Medication Dispensing and Distribution (CCMDD)- Ministry of Health, Republic of South Africa- Bronze Award

The CCMDD programme provides an alternative mechanism to facilitate access to chronic medicine for stable patients. Prescriptions would be dispensed and packaged offsite and delivered to pre-assessed external pick-up points (PuPs) to provide the patient with a location that may be nearer to their homes or workplace and result in reduced transport costs and decrease the economic burden on the patient. Prescribing is done by public health facilities and dispensing, and PuP services are offered through private contracted parties. External

pick-up points (PuPs) provide the patient with a more convenient option for the collection of their repeat medicine which has been dispensed and distributed via the programme, thereby decongesting the facilities.

E-Citizen- National Treasury, Republic of Kenya- Glass Award

The Government Digital Payments (GDP) Unit is a unit under the Directorate of Accounting Services and Quality Assurance of the National Treasury. The unit's mandate is to digitize all payments into Government, to increase revenue collection, minimize the cost of collection and enhance service delivery. The service ensures that Citizens, non-Citizens and Business entities have access to Government Services online and can make Payments electronically and conveniently, using their preferred method of payment, 24 hours a day and from wherever they may be in the world.

Twinning of Schools Programme- Gauteng Department of Education (GDE), Republic of South Africa- Glass Award

The Twinning Programme is a partnership between schools from different socio-economic backgrounds. It aims to create an environment in which best practices and resources are shared across schools thereby respond to the lingering apartheid spatial representation. The intention is to twin well-resourced schools with poor schools. The programme aims to improve academic performance by encouraging schools to share their infrastructure and skills sets in terms of leadership and governance. The programme aims at achieving an optimal level of performance in both schools and building a new non-racial education system.

AAPAM Innovative Management Awards (IMA) Winners - 2019

Ending Child Marriage- Ministry of Chiefs and Traditional Affairs' (MOCTA), Republic of Zambia - Gold Award

This innovation was stimulated by the escalating number of young girls in rural areas being married off at an early age, the perpetuation of harmful traditional practices, high number of teenage pregnancies and school drop-outs, the Ministry of Chiefs and Traditional Affairs'

(MOCTA) launched the Ending Child Marriage Programme in Zambia in 2013, in order to protect children from social, traditional and cultural norms that perpetuate child marriage.

The Ministry's innovation resulted in the engagement of traditional leaders in protecting children from varied harmful practices, specifically child marriage and associated vulnerabilities. The high point of the submission was to illustrate MOCTA's effort to 'do more with less' resources from the national treasury.

Accordingly, MOCTA highlighted the establishment of Chiefdom Trust-Funds in Chiefdoms with minimal funding from government but with private-partnership assistance, resulting in support to child marriage victims. The development of Chiefdom Trust Funds is the value addition to the already existing Ending Child Marriage Programme, given the scarcity of institutional funding for programmes.

MOCTA cited three Chiefdoms, illustrating the collaboration with traditional leaders as change champions in the fight against child marriage. Also highlighted was the high-level commitment of the President alongside the First Lady amongst others, in supporting the implementation of Ending Child Marriage in Zambia.

Improvement of Public Services Project –Ministry of Local Development, Arab Republic of Egypt - Silver

The public service map includes all information needed by the citizens to claim public services. It maps the nationwide spectrum of public services, The PSM will significantly facilitate citizens' access to services by providing a clear overview on the documents, procedures, fees and timeframe required for each service.

Impact:

1. Decreases the workload of employees,
2. Minimizing corruption, as citizens would be more aware of the requirements and would not be held at the discretion of the employees for requesting information,
3. It also serves as a basis for determining (in a participatory approach) the most demanded services by citizens on the local level,

4   It paves the way towards more standardized services nationwide.

5   Enhance the efficiency and transparency of public services and the accountability of civil servants,

6   Contribution to citizens' satisfaction,

7   Development of an interactive complaints and suggestions mechanism

The map was launched on the government web portal psm.gov.eg. The website is equipped with a smart database that enables decision-makers to monitor the performance of public services providers at the republic level and measure their commitment to service delivery standards, the time taken to complete services, and how easily they can be obtained from the viewpoint of citizens. The database also provides indicators of the services that are most in demand from citizens and the most complex that can be initiated and automated within the country's digital transformation plan.

The map is also provided with an easy-to-use mobile application. Feature a "make sure before you claim button" and a feature of reaching destinations through maps, also a reminder for the payment or renewal of a certain service.

The National Complaints Management System www.chikaya.ma – Kingdom of Morocco - Bronze

The unified national complaints portal has been implemented in response to the high directives of His Majesty and the contents of the constitution, as well as the government program aimed at developing a unified and integrated system for managing complaints that live up to the aspirations and expectations of citizens.

The National Unified Portal for Complaints aims to receive complaints and grievances of citizens, secure their traceability, answer their messages and provide solutions to their problems, and receives their comments and suggestions in this regard .The National Complaints Portal is also a tool that enhances channels of interaction between the administration and the citizens, considering that it is a priority and a way to evaluate the department's performance

The number of public administrations involved in this system has reached 116 public administrations, while the number of complaints received since its launch, on January 09, 2018, amounted to 195.716 complaints, of which about 78.17% were processed. www.chikaya.ma is available on for Android OS on Google Play store and Apple Store.

National Skills Development Programme- Republic of Mauritius - Glass

The National Skills Development Programme is an innovative intermediation between enterprises and training institutions aiming to provide technical training for school leavers/dropouts aged between 16-35. The Human Resource Development Council, Mauritius has since its inception developed a number of programmes for skilling, re-skilling and up-skilling of those who are already in employment as well as for the unemployed. There was a pressing need for an innovative mechanism to create an interface between the employers, education and training providers and the unemployed youth, and that is novel enough to also simultaneously tackle the above-mentioned issues.

This innovative mechanism was announced in the national budget 2016/2017 and its implementation made such an impact that the Government decided to renew for subsequent years. Since implementation 183 programmes have been run across 14 economic sectors. 5764 have started training, 3342 completed training and 2488 were employed. Unemployed youths are getting demand-led, tailor-made training with on-the-job experience and employment opportunity with the participating employer after successful completion of the programme.

AAPAM Innovative Management Awards (IMA) Winners - 2018
1. **Egypt- Egyptian Birth and Death Registration System (EBDRS)**
Purpose and objectives
- Automating the process/workflow of Birth and Death Registration to eliminate incomplete citizens' data.

- Developing a live database of births and deaths to be availed to all government services providers.
- Support the Ministry of Health in creating Egypt health map by availing the records of death causes to improve health strategy.
- Support the Egyptian government with reports/indicators/outputs

The Ministry of Planning, Monitoring and Administrative Reform (MOPMAR), in collaboration with Ministry of Health, built and implemented an electronic system "Egyptian Birth and Death Registration System" (EBDRS) to automate and link 4571 health offices, 300 health departments and 27 health directorates to a central database. This initiative was aimed at creating an effective way for utilizing the technology to provide instant public services as all Egyptian governmental entities as it enabled exchange data between entities in a fast and efficient manner through a platform that provides highest levels of security, confidentiality and data protection according to the international standards. As a result, it protects data from discrepancy and contradiction, facilitating strategic decision-making.

The innovation has led to the creation of a birth and death database that has automated and linked 4571 health office to a main data center through a secured network. It has also led to the development of 39 statistical reports and 21 health indicators according to WHO standards. By using EBDRS the government has reduced wastage on paper and duplication of work by the different government ministries, hence improving efficiency.

2. **The Citizen Support Portal (CSP)- Mauritius**

Purpose and objectives
- Efficient and round-the-clock service
- Transparency and accountability
- Reengineering of government operations
- One-Government concept
- Interoperability
- Confidentiality
- Fairness and predictability

The Prime Minister of the Republic of Mauritius launched the Citizen Support Portal (CSP) in 2017, CSP is a ticketing system that enables citizens to register a complaint or a suggestion online. The innovation is in line with Agenda 2063 and the SDGs vision of 'leaving no one behind' is modified to accommodate citizens with special needs. The platform provides valuable information about trends and issues which require policy response, this data is used for decision making and planning.

Since its launching, the project has resolved 70% of complaints, this success is attributed to the leadership and supervision of the Prime minister. The project has also contributed to instill a new mindset among government officers from a cumbersome and manual approach of public service to the adoption of a learner and modern approach through innovative technologies.

3. Cow Health Insurance Program (CHIP)- Rwanda

Purpose and objectives

To provide cow farmers from vulnerable families in the Rusizi District/ Nkungu sector with easy access to medicine through mutual insurance at a minimum cost at an appropriate time so as to increase milk production.

In 2006, the Government of Rwanda implemented the One Cow per Family project (Girinka), the project aimed at cutting poverty and improving health and nutrition in rural areas by giving a cow which would produce milk to drink and manure to fertilize crops. Families that received the cows were however unable to properly care for the animals which resulted in large scale death of livestock.

The Cows Health Insurance Program (CHIP) sought to address this gap. The CHIP program was launch in 2017 in the Nkungu sector, since then no cow has died due to lack of medicine. Milk production has also increased from 1,284 liters a day to 2,167 a day. Because of the steady supply of milk, farmers mobilized and formed a cooperative which financed the establishment of a milk treatment center. Farmers further plan to develop an IT application

system that will facilitate the management of the program which is continuously gaining popularity in the country.

4. Smart Mobile Apps Platform – Mauritius

Purpose and objectives

The Smart Mobile Apps platform – implemented by the Ministry of Technology, Communication and Innovation was formulated to develop new applications for innovative services to citizens. The platform comprises of three main components:

- A service-oriented architecture system that allows for quick and consistent deployment of mobile app servers
- A government "app store" website to reference and promote the mobile apps as well as any future apps
- 10 mobile applications, available on major platforms

The project is aimed at improving service delivery by harnessing innovative technologies and open platforms. The mobile application will provide a simple way to search for information and will reference a number of important information links, giving the app user unified experience when searching for information from the government. The mobile apps currently being deployed include:

1. Smart Gov
2. Smart Traffic
3. Smart Police
4. Emergency Alert App
5. Public Utilities
6. Family Welfare
7. Consumer Rights
8. School Companion
9. SME Net
10. Green Living Index

These applications will be enhanced with new functionalities, languages and simpler workflows as the need arises.

5. **VulAmanz Initiative – Safe Water Provision for Rural Areas- South Africa**

Purpose and objectives

Many rural communities in South Africa and many developing countries do not have access to safe drinking water leading to the consumption of contaminated water. The project aimed at addressing this problem by developing a Point-of-Use (POU) water treatment system that enables rural households to produce safe drinking water for their homes.

The technological development of a point-of-use water treatment water filter is unique and patented. The water filter is able to produce safe drinking water instantly from raw water from the comfort of rural homes.

The innovation is currently being implemented and demonstrated at 1,000 households in the Limpopo and Eastern Cape provinces in South Africa where feedback has been outstanding. VukAmanz (Pty) Ltd. has been established to commercialize the technology.

The current estimate cost of a unit is ZAR 2,500, this includes the membrane pack, the feed tank, the stand, the brush for cleaning and a bottle for disinfectants.

AAPAM Innovative Management Awards (IMA) Winners - 2017

1. **Fostering Justice Delivery at Local Level in Rwanda- Ministry of Justice, Republic of Rwanda (Gold Award Winner 2017)**

The Rwandan Judiciary homegrown solution of district Access to Justice Bureaus (MAJ) bring judicial service closer to the citizens. It encompasses the implementation of alternative dispute resolution mechanism that provides free legal aid services to the community as well as raising legal awareness among the population. Through this initiative, the community benefits from free, easily available and affordable legal services. The initiative of decentralizing the Ministry of Justice services to local level has significantly restored trust in justice system in Rwanda and further contributed to strengthening unity and reconciliation among Rwandans. The innovation is also a policy for equal participation, with the aim of removing the culture of impunity, strengthening the rule of law and a culture of peace and

equal rights before the law for democratic governance. The initiative was founded on the need to meet the high demand and thirst for justice that could not be provided by formal courts alone. Secondly it responds to the need to establish community justice which is cheap, easily accessible, affordable and timely.

2. **Huduma Mashinani – Ministry of Public Service, Youth and Gender Affairs, Republic of Kenya Silver Award Winner 2017)**

The Huduma Kenya Mobile Outreach Program (Huduma Mashinani) is an initiative where each Huduma Centre provides outreach services once a month in each Sub-County. They also conduct outreaches to specific groups of people like prisons, schools, hospitals, children's homes. '*Huduma Mashinani'* are Swahili words meaning "service at the grassroots". The initiative aims at providing services to as many people as possible. The program was borne on that understanding that many Kenyans lived far away from the location of a physical Huduma Centre (County HQs). Secondly, nomadic tribes moved from place to place in search of water and pasture who nevertheless needed services. Further, it is less costly to conduct the monthly outreach services than setting up physical Huduma Centres.

It is an innovation aimed at transforming service delivery for those in rural centers by enhancing accessibility, efficiency, quality and convenience in besides reducing the cost of accessing government services. Between February to November 2017, the initiative conducted 123 mobile outreaches in different Sub-Counties, reached more than 615,000 people served and 68,344 customers.

Huduma mashinani is an advancement of the initial Huduma kenya initiative which was the Kenyan government's flagship project to transform public service delivery by providing citizens access to services and information from one stop shops.

3. **Groote Schuur Hospital Green Leadership project- Republic of South Africa (Bronze Award Winner 2017)**

This innovation demonstrates the viability of going green in response to the need to sustain the environment. Founded on the global need for sustainable use of environment, the Groote Schuur Hospital is endeavoring to go green   through several measures. It established the Green Leadership Framework   which endeavors to; reduce food and pharmaceutical wastes, increase energy efficacy by reducing carbon footprints, recycles elements like water, educate stakeholders on the need to go green and eliminate polyethene in the hospital. The hospital had recorded impressive trends, for example it reduced its water consumption from approximately 600,500 kiloliters in 2011 to 300,000 kiloliters in 2016. The innovation has also resulted in additional income for the hospital

4. **Extraction of Banana Fibers by Sustainable Social Business Limited- Republic of Rwanda (Glass Award Winner 2017)**

Sustainable Social Business Limited which is a non-profit organization from Eastern province of Rwanda utilizes the available   banana trees to promote innovative waste management. They use the banana fibers forming part of the residue after harvest to make sanitary pads. The company's mission is to keep women productive and comfortable during menstruation period by providing them with healthy and affordable sanitary pads. Besides benefiting the women, the initiative creates employment and fosters proper management of environment.

AAPAM Innovative Management Awards (IMA) Winners- 2016

1. **Electronic Filing System (EFS)- Republic of Rwanda (Gold Award Winner 2016)**

The use of Electronic Filing System (EFS) was introduced in 2011 by the Rwandan Judiciary to enhance the access to justice. This technology helps court users to file their cases online instead of traveling miles to physically file cases. It also allows the plaintiff to follow up case registration status. As part of the Integrated Electronic Case Management System, it allows for the tracking of the case and removes duplication. The EFS has eased the work for

registrars who register the cases and has enhanced access to justice by bringing the court services closer to users. The cost of travelling to court has been cut down and user can approach the nearest Internet café to lodge his/her case, in case he has no personal internet. EFS was being rolled out in courts countrywide. Technology can be emulated in other branches of government where it can be used to receive correspondence between institutions and institutions with citizens. It can be used by other countries in Africa to ease access to justice.

2 MomConnect- National Department of Health Republic of South Africa (Silver Award Winner 2016)

Mom connect innovation by the National Department of Health, South Africa uses mobile tools to register pregnancies in South Africa. Once registered the system will send to each mother 100 stage-based messages to support her and her baby during the pregnancy, childbirth and up to the first birthday of the child.   It uses USSD (Unstructured, Supplementary Service data) expectant mothers are connected to health information through a mobile phone. The intuitive strengthens the information system by providing a mechanism for electronically registering all pregnancies in the public health system as early as possible using unique ID numbers. It also strengthens both demand and supply side of health system by providing pregnant women with an interactive mechanism to feedback on the service they have received. Mom Connect; is unique in that it provides two-way interaction rather than simple one-way messaging. By providing channels for patient feedback, it generates useful information to inform and strengthen the quality of health services. Future plans are to make innovation current and sustainable. Since 98% percent of the mothers registered acknowledged that information system was useful, the initiative contributed to the improvement of health services in Africa.

3. Computer Based Theory Test (CBT)- Driver and Vehicle Licensing Authority (DVLA)- Republic of Ghana (Bronze Award Winner 2016)

The purpose for the introduction of the CBT test was to enhance administration of tests for Drivers in Ghana. It was initiative transformed the administration of tests from the manual paper system to a web-based electronic method. The CBT test system automatically generates different questions to different applicants of the same class of license at the same time within the same exam center. It was adopted to eliminate time wasted in administrating manual system. It also served to eliminate human interference administration of tests like leakages. Besides being cheaper, it enhanced objectivity as there were security measures to eliminate challenges and manipulation, for example the face of the person sitting for the exams was matched with what the database during the time an individual sat the exam. From this innovation, there has been a reduction in fraud, impersonation, leakage of questions and human interferences. The test results from these offices have been more credible.

4. **The Development and Automation of Governmental Services as an entry point for Administrative Reform - Arab, Republic of Egypt (Runners-up 2016)**

Central Agency for Organization and Administration aim at improving the quality of services, achieve administrative reform, and eliminate corruption gradually by implicating the principles which focus on investment in people, developing work methods, procedures, re-assessing and continuous improvement. To this effect, it developed an automated governmental services system to enhance efficiency and effectiveness of service delivery. The adoption of e-government was borne out of the challenges that faced government institutions in provision of services for example, lack of effective communication between government units and citizens, complexity and slow procedures, poor quality of services provided and corruption. The automation of the government systems thus contributed in building the citizens' confidence in the government through enhancing transparency and accountability besides ensuring easy, affordable and timely access to government service.

5. **Vurugu Mapper - Children Services Department, Republic of Kenya (Runners-up 2016)**

Department of Child Services, Ministry of Labour Social security and Services in collaboration with Plan International Kenya developed Vurugu Mapper, which is mobile

application system helping in the tracking of cases of child abuse. The Vurugu Mapper uses mobile phones to provide customized simple forms to report cases of child abuse. The message is then sent to the relevant government officer for action. The system is designed with a self-trigger and escalation Short Message Service (SMS) mechanism from one department to another whenever set time period lapses and a case log has not been updated with action. This continues until the case is closed. The system also ensures the anonymity of the reporters and that information is fully captured and stored. The initiative strengthens child protection structures, systems and procedures at family, school, community and government level by filling the information gap. The Vurugu Mapper also boosts accountability in the child protection process while ensuring that the protection of children is enhanced.

AAPAM Innovative Management Awards (IMA) Winners- 2015

1. **The Huduma Programme (HKP)- Ministry of Public Service, Youth and Gender affairs, Republic of Kenya (Gold Award Winner 2015)**

The Huduma Kenya Programme (HKP) is a "one stop shop" for government services initiated by the Kenyan government as one its Vision 2030 flagship projects captured under the Mid Term plan for 2013-2017. It aims at enhancing access and delivery of Government Services to all Kenyans. It provides public services and information from a single location through integrated platforms with great emphasis on excellence in delivery service. The innovation has utilized Information Communication Technology (ICT) to transform the provision and delivery of public services. The programme also allows for feedback, which is crucial in its further improvement.   Most citizens who citizens previously were unable to access government services due to bureaucracies, corruption, location and costs can now access them in nearby centers. The 'one stop shop' approach enhances convenience especially since it has ensured that critical government services such as issuance of national identity cards, issuance of birth certificates, registration of business names, and applications of business licenses, drivers' licenses, police abstracts and many more are now available not

only in one place but also within the locality of the citizens. Online e-Huduma web and mobile portal which is integrated in the services provided by various government ministries, departments and agencies have eased payment for government services

2. iSchool tablet-based eLearning for Zambia primary school, Republic of Zambia (Silver Award Winner 2015)

The iSchool project provides an interactive multimedia education content preloaded on tablets to primary schools in Zambia. The tablet-based e-Learning platform provides content both for the teacher and pupils, thereby improving the education standards in the country. It harnesses Information Communication Technology to improve education by enhancing access to quality materials both by students and the teachers.

3. Gauteng Department of Agriculture and Rural Development (GDARD)-Republic of South Africa (Gold Award Winner 2015)

The project was an innovative initiative from Gauteng Veterinary Services to extend service delivery to rural communal farmers. It was the first of its kind to be implemented in the form of a partnership with various stakeholders. The project which uses an Animal Identification system. The systems use electronic ear tags and stock cards to capture an animal's all health records and upload them into a computer. The system therefore facilitates the keeping of electronic records on the health status of each individual animal and implementation of an effective livestock management program to monitor productivity, animal numbers and disease surveillance. Each time services are provided to the farmers, the ear tags of the respective animals are scanned, new records are captured and uploaded in the computer. The veterinarian and technician will have an opportunity to study the records and offer advice to individual farmers as well as plan livestock programmes (e.g vaccination, deworming, etc) for the whole community in an efficient manner.The novelty of the project is in the effective partnership and collaborative approach to problem solving together with the farming communities and other stakeholders. The goal of the project was to facilitate service delivery to poor resources farmers in Gauteng region through partnership with Government and other stakeholders. Introduction of this system revolutionized the rural

livestock farming sector in this area leading to increased production and profitability by farmers.

AAPAM Innovative Management Awards (IMA) Winners - 2012

1. **Diesel Powered DEFTEC Made Mobile Field Kitchen- Republic of Kenya (Gold Winner 2012)**

The Kenyan Ministry of state for Defence through its military arm desired to support its Environmental Solder Programme (ESP) through deforestation avoidance. A team of engineers from DEFTEK was constituted in 2010 under its R&D section and tasked to design a prototype Diesel Powered Mobile Field Kitchen (DMMFK). Innovation is a landmark for efficient utilization of energy sources and reduction of deforestation hence enhancing protection of the environment.

2. **Modern Land Administration and Management System- Republic of Mauritius (Silver Winner 2012)**

The Mauritian Modern Land Administration and Management System aim at linking property ownership and landed property spatially, in a holistic manner, thereby allowing the total landscape to reflect the extent of the rights, responsibilities and restrictions relevant to each property thus deterring and preventing fraudulent practices, fostering professional responsibility and ensuring more confidence in the Land Transaction System.

3. **Mobile Technology for Communication Health (MOTECH)- Republic of Ghana (Bronze Winner 2012)**

MOTECH operates using mobile phone voice messaging and Short Messaging service (SMS) to provide detailed and tailored information that encourages pregnant women to seek early antenatal care and skilled attendant delivery, importance of post-natal care and childhood immunizations, and on how to access these services. This innovation has

recorded increases in antenatal care and skilled attendant deliveries evident from Ghana Health Service routine data.

4. **Systems Automation Integration at Kotota International Airport-Republic of Ghana (Glass Trophy Winner 2012)**

The system involves real time processing of integrated reports for the purpose of monitoring and control eliminating the need to synchronize changes between multiple systems at the airport. The Implication of this innovation is that airlines and other stakeholder institutions at the airport can easily collaborate their activities using their website, furthermore, decisions can be made more quickly and with fewer errors and data becomes visible across the organization allowing chronological history of every transaction through relevant data compilation in every area of operation.