

# AAPAM

AFRICAN ASSOCIATION FOR  
PUBLIC ADMINISTRATION  
AND MANAGEMENT(AAPAM)

# NEWSLETTER

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for Public Administration  
and Management

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**Administration**

**Secretary General**  
**Prof George Scott AAPAM**  
**Secretariat**

### **WHAT IS AAPAM?**

The African Association for Public Administration and Management (AAPAM) is an international professional organization that promotes best practice, excellence and professionalism in public administration and management in Africa through research, publications, training, seminars, consultancy, conferences and awards. AAPAM membership includes governments, private sector, civil society and international organizations. AAPAM operates mainly but not exclusively in Africa.

### **WHO ARE AAPAM MEMBERS?**

- High level public policy makers, both elected and appointed
- Top administrators in the public service of African Governments
- Top managers in both public and private sectors
- Management consultants
- Public Policy Management Institutions/ Organizations
- Management Development Institutes (MDIs)
- Business school/Institutions and University
- Representatives of International Organizations and the donor community having interest in development issues in Africa
- Academics and Research

### **CATEGORIES OF AAPAM MEMBERSHIP**

AAPAM membership consists of four categories:

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

### **WHAT ARE THE BENEFITS FOR MEMBERS?**

AAPAM Members enjoy the following general benefits among others:

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

### **AAPAM COUNCIL**

All Executive Committee Members

All chairpersons of National Chapters

Chairperson of Jury

Chief editor

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

# MESSAGE FROM THE PRESIDENT

Dear AAPAM Newsletter Readers,

Greetings to you from the AAPAM Executive Committee, Council, and the Secretariat. We are more than thrilled to present you with the 93rd edition of the AAPAM Newsletter!

Here-in, we present to you a wide array of articles and fresh insights on significant advancements in the realm of public administration and management across African and beyond.

This edition, captures the contributions from the secretariat and our guest writers on the programmes undertaken by AAPAM and its partners. We believe that our engaging articles will provide you with valuable knowledge in the field of public administration and management. Below is a highlight of the articles in this edition.

**Strong Nations for Africa:** Delve into an in-depth exploration of the critical elements that contribute to building strong and resilient nations across Africa. Our multi-segment feature will provide you with a comprehensive understanding of this vital topic.

**New Paradigm in Discipline of Human Resources Management and Public Administration in Public Service Delivery:** Discover the innovative approaches and strategies reshaping the human resources management and public administration landscape.

**Africa Union Anti-Corruption Research Network:** Get insights into the ongoing efforts to combat corruption across Africa and research initiatives underpinning this crucial mission.

**UN Habitat Meeting in Nairobi:** Stay updated on the outcomes and key discussions from the recent UN Habitat Meeting held in Nairobi, Kenya. This feature sheds light on pressing issues related to urban development.

**7<sup>th</sup> Edition Research Seminar on Sustainable Development Goals (SDGs) and African Union (AU) Agenda 2063:** Learn from the discussions on pursuit of Sustainable Development Goals and the alignment with the AUA Agenda 2063 in the context of building a resilient workforce.

**The 9<sup>th</sup> Continental Africa Public Service Day (APSD):** The highlights of this year's APSD celebrations share on excellence and innovation in the public service across the continent.

**Trainer of Trainers Programme, Ramallah, Palestine:** Gain insights into a unique program that empowers trainers in Palestine to enhance their capacities and contribute to effective public administration.

**Leadership Capacities and Competencies for an Effective Public Administration:** Understand the essential leadership qualities required for effective public administration and the role of the youth in service delivery.



**Dr. John Nakabago,  
President, AAPAM**

**Expert Group Meeting:** Find out about the outcomes and recommendations from the recent expert group meeting, where leading minds in public administration came together to address pressing challenges.

We trust that you will find our articles informative and stimulating thereby, enriching your insights on public administration and management. The AAPAM Newsletter remains committed to nurturing a vibrant community of learners and knowledge sharers. Your ongoing support and active involvement is instrumental in realizing this mission. We consistently extend an open invitation for your feedback and ideas in bettering our services.

Feel free to contact our secretariat should you desire to contribute in any of our future editions. AAPAM leadership extends its gratitude for your sustained support. We count on your continued subscription to our newsletters and participation in our programmes.

See you in **Livingstone, Zambia** at the 42<sup>nd</sup> AAPAM Roundtable Conference scheduled for 5<sup>th</sup> to 8<sup>th</sup> December, 2024.

**42<sup>ND</sup> AAPAM ROUNDTABLE CONFERENCE**  
Building Resilient Societies in Africa through Effective Governance and Public Administration: An Imperative for the Realisation of the SDGs and Agenda 2063 Aspirations

Avani Victoria Falls Hotel and Resort  
Livingstone, Zambia

Registration  
[www.aapam.org](http://www.aapam.org)

Dates: 5<sup>th</sup> - 8<sup>th</sup> December 2023

# Strong Nations For Africa

*BY Clifford Ogutu- Assistant Programme Officer*

The African Association for Public Administration and Management (AAPAM) in collaboration with the Chandler Institute of Governance (CIG) held a programme under the theme of Strong Nations for Africa. The programme targeted senior officials in positions of leadership. The programme took place in three segments under different themes. Segment one took place in Nairobi Kenya under the theme of Understanding and Stewarding Strong Nations. Segment two took place online under the theme of Developing the Leader in You and the last segment which took place in Singapore was under the theme of building wise, prosperous, and unified nations.

The programme attracted twenty- one (21) participants from (10) countries who attended the programme. The 21 participants underwent a vigorous yet extremely competitive process to get a slot. The countries represented were Ghana, Kenya, Malawi, Mauritius, Niger, Rwanda, South Africa, Tanzania, Uganda and Zambia

This first segment, aptly titled "Understanding and Stewarding Strong Nations," set the stage for the overarching theme of the program. Participants engaged in insightful discussions on governance, leadership, and the unique challenges and opportunities that African nations face. Participants learned about the different dimensions of good governance, including political stability and economic development. They also explored the different types of leadership needed to build and sustain strong nations. During this segment, participants were actively involved in collaborative group work, fostering teamwork and knowledge exchange. As a culmination of this part of the program, participants were given the opportunity to visit the Huduma Center/Service Center in Kenya. This visit provided a firsthand, immersive experience of service delivery at these centers and underscored the revolutionary impact they have had on service delivery in Kenya.

The key takeaway point for the segment was that successful leadership in Africa hinges on a deep comprehension of the unique challenges and opportunities that each nation faces. This segment established the bedrock for the program, emphasizing that informed and proactive stewardship is essential for the growth and prosperity of African nations.

## 1 Segment one: Understanding and Stewarding Strong Nations- Nairobi Kenya

The first segment took place under the theme of Understanding and Stewarding Strong Nations, at Kenya School of Government (KSG), Nairobi, Kenya from 24<sup>th</sup> - 28<sup>th</sup> July 2023. The segment was officially opened by Mr. Amos Njoroge Gathecha, EBS, the Principal Secretary, State Department for Public Service, Kenya. He noted that Strong Nations are vital for the well-being of the African continent as they ensure political stability, economic growth, social cohesion, and the overall welfare of its people. He added that when nations are strong, they can effectively address issues such as poverty, inequality, corruption, and conflict, leading to sustainable development and improved quality of life for their citizens.

Prof. Nura Mohammed on behalf of Prof Ludeki Chweya. He welcomed the delegates to Kenya and shared that the Kenya School of Government whose mandate is building the capacity of the public service, was committed to contributing to Africa's Agenda 2063 through platforms such as the Strong Nations for Africa Programme. Others who spoke include and prof George Scott AAPAM Secretary General and Mr. Kenneth Sim, the Dean of the Chandler Academy of Governance Prof Scott welcomed the participants to Nairobi and thanked Chandler for Collaborating with AAPAM. He stated that stewarding strong nations necessitates collaborative efforts involving governments, international organizations, civil society, and the private sector. In his remarks, Mr. Kenneth noted that The Chandler institute aims to support governments worldwide by conducting research, organizing conferences, and offering advisory services for government projects. He highlighted the institute's commitment to establishing a presence in Africa to enhance its support for the continent.

## 2 Segment two: Developing the Leader in You- Online

In an era where connectivity knows no bounds, the second segment of the program, "Developing the Leader in You," was conducted online from 7<sup>th</sup> and 10<sup>th</sup> August 2023. This digital module focuses on personal development and leadership skills, recognizing the importance of adaptability and agility in today's fast-evolving world. Participants learned about different leadership styles, how to build trust and influence others, and how to manage change effectively.

They also had the opportunity to reflect on their own leadership journey and develop a personal leadership plan. Additionally, Participants embraced interactive online sessions that allowed them network, and learn from one another, transcending geographical limitations.



*Guest of Honor Mr. Amos Njoroge Gathecha, EBS, the Principal Secretary, State Department for Public Service, Kenya giving his remarks*



*A group photo of guests and participants who attended the official opening ceremony, in Kenya.*

Prof. Nura Mohammed on behalf of Prof Ludeki Chweya. He welcomed the delegates to Kenya and shared that the Kenya School of Government whose mandate is building the capacity of the public service, was committed to contributing to Africa's Agenda 2063 through platforms such as the Strong Nations for Africa Programme. Others who spoke include and prof George Scott AAPAM Secretary General and Mr. Kenneth Sim, the Dean of the Chandler Academy of Governance Prof Scott welcomed the participants to Nairobi and thanked Chandler for Collaborating with AAPAM. He stated that stewarding strong nations necessitates collaborative efforts involving governments, international organizations, civil society, and the private sector. In his remarks, Mr. Kenneth noted that The Chandler institute aims to support governments worldwide by conducting research, organizing conferences, and offering advisory services for government projects. He highlighted the institute's commitment to establishing a presence in Africa to enhance its support for the continent.

The key takeaway from the segment was the importance of leadership. Participants learned about different leadership styles, how to build trust and influence others, and how to manage change effectively. They also had the opportunity to reflect on their own leadership journey and develop a personal leadership plan.



*Participants during a group session.*

### Segment three: Building Wise, Prosperous and Unified Nations- Singapore



The grand finale of the Strong Nations for Africa program unfolded in the global city-state of Singapore. Under the theme "Building Wise, Prosperous, and Unified Nations," Mr. Kenneth Sim Welcomed participants to Singapore and encouraged them to learn as much as possible during the Singapore leg of the programme.

During the segment, participants explored the keys to nation-building in a setting known for its economic success, political stability, and harmonious multicultural society. This international perspective encouraged participants to glean wisdom from Singapore's accomplishments and apply them to their own nations. Moreover, the segment focused on helping participants to develop strategies for building wise, prosperous and unified nations. Participants learned about the different factors that contribute to economic growth, social cohesion and national unity. One of the key takeaways from the segment was the importance of good governance. Participants learned that good governance is essential for creating an enabling environment for sustainable development.

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



Participants posing for a photo during the Singapore segment opening ceremony.

After the successful conclusion of the Singapore segment, participants were presented with certificates recognizing their completion and active participation in the Strong Nations for Africa program.

The programme was a resounding success, with participants gaining valuable insights and knowledge on the key challenges and opportunities facing Africa today. They also developed the skills and mindsets needed to build strong nations for the next generation.

for consistently supporting AAPAM in all its activities and programmes. He acknowledged that Tanzania had been a strong member and supporter of AAPAM, and he was eager to further strengthen the relationship between the two.

The delegates, who were mainly drawn from the Tanzania Public Service and Administration benefited from the great interactive sessions conducted by local facilitators. In dissecting and synthesizing the sub-themes, the conference made several observations and recommendations.

### Talent Management

One of the key elements of the new paradigm was the emphasis on talent management. Talent management involves identifying, developing, and retaining the best talent in the workforce. The workforce is the most valuable asset of any organization and therefore, investing in it leads to significant improvements in public service delivery.

### Enhancement of Technology

It was observed that in the modern era, the use of technology has become an increasingly important element in the provision of public services. It was discussed that the use of technology has the potential to improve the efficiency, effectiveness, and accessibility of public service delivery. Technology transformed the way people work, communicate, and access information. It also created new opportunities for collaboration, innovation, and knowledge sharing.

### Collaboration and Partnership between the Public and Private Sectors.

The conference advanced that the challenges facing public service delivery were complex and require a coordinated effort from all stakeholders.

Collaborations provide mechanism for leveraging on the strengths of each sector with an aim of embracing innovative solutions to these challenges. The conference underpinned that collaborations and partnerships improved the quality and efficiency of public services, increased access to resources, and provided a wider range of expertise and knowledge to tackle challenges.



Delegates during a session at the conference in Julius Nyerere Convention Center

## New Paradigm in Discipline of Human Resources Management and Public Administration in Public Service Delivery.

*BY Clifford Ogutu- Assistant Programme Officer*

The AAPAM Tanzania National chapter held its 10th annual meeting from 27<sup>th</sup> to 28<sup>th</sup> April, 2023 at the iconic Julius Nyerere Convention Center in Dar-es-Salam, Tanzania under the theme, 'New Paradigm in Discipline of Human Resources Management and Public Administration in Public Service Delivery'. The conference was officially opened by Mr. Juma Mkomi, Permanent Secretary (PS) in the President's Office (Public Service Management and Good Governance). The PS warmly welcomed all to the conference. He expressed the government's commitment to support the chapter to achieve its objective of improving the public service and administration in Tanzania. He noted that the landscape of public service delivery was evolving rapidly, driven by societal changes, technological advancements, increasing demands for transparency, efficiency, and accountability.

Prof. George Scott, AAPAM's Secretary General, also gave his remarks during the official opening ceremony. He thanked the Government of the United Republic of Tanzania

### Transparency and Accountability

Public service providers were urged to be more responsive to the needs and expectations of citizens. Active engagement of citizens in the design and delivery of public services promote accountability. Citizens can thus hold public officials accountable for their actions and decisions. Accountability is central to building public trust.

### Closing ceremony

The conference was officially closed by Hon Angella Kariuki Minister of State in the President's Office (Local Government Tanzania). She echoed that the new paradigm in human resource management and public administration had the potential to make public services more efficient, effective, and responsive to the needs of citizens. She emphasized on the gradual change experienced in the public services across the globe. Change, she opined, required stakeholders, including public sector leaders, employees, and citizens. She thanked all the delegates for participating in the conference and urged them to put into practice what they had learnt at the conference.



Participants follow proceedings during the conference.

## African Union Championing the Anti-Corruption Initiatives

*BY Julie Muia- Programme Officer*

Member States adopted the African Union Convention on Preventing and Combating Corruption (AUCPCC) at the African Union (AU) Assembly 2<sup>nd</sup> Ordinary Session held in Maputo (Mozambique), on 11<sup>th</sup> July, 2003. The Convention entered into force on 5<sup>th</sup> August 2006. Forty-Eight (48) countries have ratified the Convention and are State Parties to it.

The Convention takes cognisance of the negative effects of corruption and impunity on the economic, social and cultural stability of African states. It proposes a framework for promoting and strengthening development by preferring mechanisms to prevent, detect, punish and eradicate corruption and related offences in the public and private sectors. The Convention further recommends the harmonization and coordination of policies and legislation for the eradication of corruption guided by the principles of the rule of law; respect for human rights; transparency and accountability and social justice.

According to the 2022 Transparency International's Corruption Perception Index (CPI), despite facing increased challenges with food shortages, rising costs of living, taxes and numerous ongoing conflicts, Sub-Saharan African countries perform dismally in effectively curbing corruption. The report further draws a correlation between corruption and conflict noting that corruption fuels and sustains conflict.

Fundamentally, corruption goes against professional standards and integrity. It erodes public trust in government institutions, damages policy integrity, and distorts public sector outcomes. Despite its evolving nature and nomenclature, corruption is a crime. In the public sector, corruption seems to operate as an economy with a constant supply and a growing demand. Corruption levers include poor service delivery, lack of civic awareness, political proximity and weak or lack of reporting/whistleblowing

mechanisms. It thrives on the absence of transparent systems, weak implementation of policies and incompetency in service delivery. It was an urgent call to address the corruption threat from a holistic perspective which incorporated the political, cultural, economic and individual factors.

AAPAM participated in the Anti-Corruption Research Network hosted by AU Advisory Board Against Corruption (AUABC), Stellenbosch University and GIZ from 9<sup>th</sup>- 11<sup>th</sup> May 2023. AUABC is an autonomous organ established within the AU mandated to deal with corruption and related issues in Africa as guided by the AUCPCC.

The network brought together key stakeholders including researchers, research institutions/ consortiums, national and network anti-corruption agencies and other key stakeholders to address corruption in the continent with an aim of recommending sustainable solutions as well as the establishment of the Africa Anti-Corruption Research Network (AACRN).

Deliberations explored the existing research on anti-corruption, reiterating the need for linkages between research and public policy making. Participants highlighted the research gaps within the National Anti-Corruption Agencies (NACAs). They noted emerging areas of concern such as; the extractive industry of natural resources exploration, institutions of higher learning, illicit financial flows and money laundering, gendered perspectives, inter-agency collaboration and stakeholder participation.

With the scope defined, participants discussed the formation of a research network on anti-corruption. The governance structure, types of memberships and research areas for the network were also discussed. At the end of the workshop, delegates formally adopted the establishment of the African Anti-Corruption Research Network (AACRN).

### Recommendations from the workshop:

1. Research on corruption and anti-corruption to focus on the role of the multilateral institutions in promoting the fight against corruption.
2. Establishment of strong laws and mechanisms to deal with impunity within African Union Member States who have ratified the AUCPCC.
3. Entrenching a standardized definition of corruption for Parties to the AUCPCC.
4. Research to focus on assessing the efficiency and effectiveness of the National Anti-Corruption bodies.
5. Advance scientific research structures to promote evidence-based advocacy against corruption.
6. Enhancing accessibility of Anti-Corruption information, educational resources, and research outputs to policy-makers, scholars, the civil society organizations and the media, including training for Government Officials.
7. Increasing working alliances and strengthening partnerships between universities, research institutions and the NACAs in translating research into policy and practice.
8. Production of comparative research materials at a Continental level. This is important in triangulating cases in Africa to come up with new ideas on areas of research, understand other perceptions, promote interdisciplinarity of the areas under consideration and compromise on areas of investigation.
9. To have a strong youth engagement and representation to ensure sustainability of the inter-generational activities on combatting corruption.
10. Recognizing the positive trends within the NACAs in conducting various types of research, there is need to strengthen research capabilities including financial and human resource areas, as well as establishing research units.
11. Promoting participatory/action research to enhance public awareness, develop a research interface between researchers and community members, and introduce and develop a culture for demand-driven research interventions.

To strategize the next course of the Network, the participants elected an Interim Caretaker Executive Committee comprising AUABC, Stellenbosch University, Kenyatta University, Association of African Anti-Corruption Authorities (AAACA) Cameroon Anti-Corruption Commission, an Independent Researcher and the African Association for Public Administration and Management (AAPAM).

## UN Habitat Meeting in Nairobi

By Margaret Wambui, AAPAM intern

The Second United Nations Human Settlements Programme (UN-Habitat) Assembly, was held from 5 to 9 June 2023 at the United Nations offices in Nairobi, Kenya. The theme of the conference was “A sustainable urban future through inclusive and effective multilateralism: achieving the Sustainable Development Goals in times of global crises.” The conference was officially opened by the president of Kenya Hon. William Ruto. In his keynote address, President William Ruto, outlined his Country’s flagship initiative to deliver affordable and sustainable

housing by 2030 as part of an overarching policy framework linking basic social services, sustainable energy and transport, green spaces, and waste management. President William Ruto urged the Assembly to strengthen UN-Habitat’s capacity to lead a multilateral agenda for inclusive, sustainable, and resilient human settlements.

This conference marked a significant milestone in the global effort to address the challenges of urbanization and foster sustainable development in cities and human settlements. Building upon the achievements of the inaugural assembly, this conference brought together representatives from member states, international organizations, civil society, and urban experts to deliberate on key issues affecting urban environments. Through collaborative discussions and shared experiences, the conference aimed to formulate actionable strategies for achieving inclusive, resilient, and sustainable urban development.

The United Nations Human Settlements Programme, or UN-Habitat, serves as the focal point for urbanization and human settlement issues within the UN system. Established in 1978, it has been at the forefront of promoting sustainable urban development and supporting governments in improving the living conditions of people in cities and towns worldwide. The biennial UN Habitat Assembly Conference serves as an essential platform for member states to review progress, discuss emerging challenges, and set collective goals for the future.



Proceedings during the UN Habitat General Assembly Meeting in Nairobi, Kenya

urban development and supporting governments in improving the living conditions of people in cities and towns worldwide. The biennial UN Habitat Assembly Conference serves as an essential platform for member states to review progress, discuss emerging challenges, and set collective goals for the future.

### Main Themes and Agenda

The Second UN Habitat Assembly Conference focused on several themes that are pivotal to the global urbanization agenda. Key topics included:



**Urban climate action:** Recognizing the vulnerability of cities to climate change impacts, discussions revolved around creating resilient urban environments capable of withstanding the effects of extreme weather events and reducing carbon footprints. To achieve the global commitment to stay within 1.5°C limit on rising temperatures by 2030, Member States were encouraged to explore realistic urban pathways for climate action.

**Universal access to adequate housing:** Member States were encouraged to explore mechanisms to achieve the universal right to adequate housing and move towards removing existing barriers to affordable housing.

**Urban crises recovery:** current crises are increasingly more urban, with cities very often serving as the main places of arrival for displaced people. Member States are encouraged to empower cities to respond to urban crises and support national recovery efforts.

**Localization of the SDGs:** the Assembly looked at local actions needed to advance the implementation of SDGs to meet the 2030 Development Agenda targets. Member States will also be invited to explore financial mechanisms to ensure resources are directed toward urban development and reach local levels.

**Prosperity and local finance:** to accelerate the achievement of Sustainable Development Goals, respond to urban crises, advance urban climate action, and ensure adequate and affordable housing for all, cities need policies and fiscal resources. Member States were invited to explore policies and market mechanisms to ensure financial flows directed towards urban development and reach local levels. Member states were invited to recognize the importance of effective governance structures and innovative financing mechanisms to implement sustainable urban development initiatives successfully.

**Inclusive Cities and Social Equity:** The conference aimed to advance strategies that promote social inclusion, reduce inequalities, and ensure access to essential services for all urban dwellers, particularly marginalized communities.

### Achievements and Outcomes

Throughout the conference, participating member states showcased their respective efforts and initiatives to tackle urban challenges. Key achievements and outcomes of the Second UN Habitat Assembly Conference included:

- Adoption of the Urban Agenda 2030:** An outcome document that outlines a shared vision and commitments to guide urban development towards 2030, aligning with the United Nations' Sustainable Development Goals.
- Enhanced Collaboration:** The assembly facilitated numerous bilateral and multilateral partnerships, encouraging collaboration between countries, cities, and international organizations to share knowledge and resources.

**3. Launch of Innovative Urban Programs:** Several countries announced the initiation of innovative urban projects aimed at promoting sustainability, resilience, and inclusivity.

**4. Policy Recommendations:** The conference generated a series of policy recommendations based on best practices, experiences, and research findings, providing a blueprint for effective urban governance and development.

The Second UN Habitat Assembly Conference marked a pivotal moment in the global effort to create sustainable, inclusive, and resilient cities and human settlements. By bringing together stakeholders from diverse backgrounds, the assembly contributed to a better understanding of the complex challenges facing urban areas and generated concrete action plans to address them. In her closing remarks, Executive Director Sharif expressed gratitude to the 52 ministers, 37 deputy ministers and all those that accounted for the 3,433 in-person and 2,084 online attendees, who accounted for 137 country representatives, for their work in advancing the efforts towards achieving the 2030 Agenda. As we move forward, the commitments made during the conference will serve as guiding principles in shaping the future of urban development and ensuring a better quality of life for urban dwellers around the world.

## 7<sup>th</sup> Edition Research Seminar on Sustainable Development Goals (SDGs) and African Union (AU) Agenda 2063:

By: Clifford Ogutu, Assistant Programme Officer

The African Association for Public Administration and Management (AAPAM), Department of Public Service and Administration (DPSA) and Stellenbosch School of Public Leadership held the 7th Edition Research Seminar from 30th May to 1st June, 2023 at Stellenbosch School of Public Leadership in Cape Town, South Africa. The seminar enlisted the participation of delegates from China, Ghana, Kenya, South Africa, Tanzania, Zambia, and Zimbabwe centered on the theme 'Leveraging Sustainable Human Resource Management to Enhance Africa's State Resilience in Times of Crises. In the official opening and welcoming, Professor Sibusiso Moyo, Deputy Vice-Chancellor of Research, Innovation, and Postgraduate Studies at the University of Stellenbosch, extended a warm welcome, on behalf of the Director, to all the participants. She emphasized the relevance of the seminar in the current global context of post-COVID 19 reconstruction and underlined the university's commitment to collaborative research. She stated that the University endeavored to collaborate with likeminded institutions in order to improve research in the continent.



*A group photo of guests and participants who attended the official opening ceremony*

Professor George Scott, Secretary General-AAPAM, also made remarks during the official opening. He expressed his delight at hosting the seminar and warmly welcomed the participants. He also provided insights into AAPAM's programs and partnerships. Professor Scott elaborated the longstanding collaboration between AAPAM and the DPSA. AAPAM and DPSA had conducted seminars together for the past six years. He further, appreciated the partnership with Stellenbosch University while applauding the fact that both institutions were committed to institute the seminar as annual programme.

Dr. Ali Hamdulay, representing Metropolitan Health, extended a warm welcome to the attendees and underscored the company's dedication to delivering comprehensive healthcare solutions. Dr Hamdulay concluded by conveying his gratitude to all for participating in the seminar. He looked forward to engaging in meaningful discussions and forging new partnerships for the well-being of all South Africans and Africa at large.

**Highlights on Seminar Sessions and Discussions**

It was discussed that effective leadership and decision-making are indispensable during times of crises. Leaders need to be trained to make agile decisions and lead by example. Transparency and effective communication by those in leadership provide a clear guidance and boost employees' morale thereby instilling confidence during challenging periods.

The seminar also noted that a resilient workforce is essential. To, build a resilient workforce, organizations have to continuously develop the skills and competencies of their employees. The capacity development programs should be designed to equip employees with crisis management skills, adaptability, and ability to work remotely when needed. Additionally, promoting employee well-being by offering mental health support, flexible work arrangements, and measures to prevent burnout is pivotal in maintaining a resilient and motivated workforce.

The seminar discussed that diversity and inclusion within institutions are vital to build a workforce capable of responding effectively to crises. Embracing diversity in hiring and promotions ensures a well-rounded talent pool that can bring different perspectives and innovative solutions to the table.

Furthermore, promoting cultural sensitivity and inclusivity creates a harmonious work environment, bridging gaps in understanding among employees. Regarding Digital transformation, the seminar observed that Digital transformation backed by robust Information Technology (IT) infrastructure, is a crucial component in ensuring business

continuity during crises. Investments in technology enable remote working and bolsters institutional ability to withstand external shocks. A secure IT infrastructure safeguards against cyber threats. The seminar concurred that strategic workforce planning is important. Strategic workforce planning includes creation of dedicated task forces for scenario planning and employees' adaptation thereby enhancing institutional ability to effectively respond to various crises. Therefore, identifying and ensuring the availability of critical skills and resources needed during crises is essential.



*Participants following presentations during the seminar*

Lastly, the seminar observed that in an era marked by increasing global challenges, Africa's resilience in times of crises has become paramount. Sustainable Human Resource Management (SHRM) can play a pivotal role in strengthening a nation's ability to navigate and recover from such crises. It was stated that SHRM is a holistic approach to human resource management that integrates social, environmental and economic considerations into all aspects of the employee lifecycle. SHRM practices can help institutions to attract, develop, and retain a high-performing workforce, while also reducing their environmental impact and contributing to social development.

Towards the conclusion of the seminar, attendees graciously indulged in an exquisite dinner gala, generously sponsored by the Metropolitan Health Group. Amidst the opulent ambiance, they savored a delectable feast while being serenaded by the enchanting melodies of a live jazz performance, creating an unforgettable and truly grand finale to the seminar.

## Closing Ceremony

Hon. Noxolo Kiviet, South Africa's Minister for Public Service and Administration, officiated the closing ceremony and presented certificates to all participants in recognition of their participation. Her presence and participation added to the significance and appreciation of the seminar's final moments, leaving participants with a tangible reminder of their involvement and contributions. Hon. Noxolo Kiviet, South Africa's Minister for Public Service and Administration (Third from left) joined Kenyans as they celebrated Madaraka day, 1<sup>st</sup> June 2023.

Beyond the presentation of certificates, Hon. Kiviet seized the occasion to convey her profound gratitude and deep appreciation to the hosting institutions and partners whose unwavering dedication and pivotal contribution elevated the event to the echelons of a resounding success. Her words of recognition echoed the profound impact of cooperation in achieving the event's triumphant outcome.



Participants at the gala dinner



**Mombasa campus of KSG  
February 26<sup>th</sup>-29<sup>th</sup>, 2024.**

The annual Conference of the International Institute of Administrative Science (IIAS) will be organized jointly with the Kenya School of Government (KSG) and in partnership with the African Association for Public Administration and Management (AAPAM).

Academics and professionals are invited to submit abstracts that align with the conference's calls-for-papers, or proposals for panel discussions using this link. The deadline is set at December 15 For any inquiries pertaining to the conference, please feel free to direct them to [info@iias-ksg-mombasaconference2024.org](mailto:info@iias-ksg-mombasaconference2024.org)



## The 9<sup>th</sup> Continental Africa Public Service Day (APSD):

AAPAM participated at the 9<sup>th</sup> Biennial Continental Africa Public Service Day (APSD) which was held on 21<sup>st</sup>-23<sup>rd</sup> June 2023 in Victoria Falls, Republic of Zimbabwe. The APSD is celebrated on 23<sup>rd</sup> June of every year to recognize public service innovations, good practices, and public servants in driving economic development.

Member States of the African Union in attendance included Hon. Prof. Paul. Mavima, Minister of Public Service, Labour and Social Welfare, Republic of Zimbabwe, who presided over the opening ceremony on behalf of H.E. Emerson Munangagwa,

By Julie Muia- Programme Officer  
President of the Republic of Zimbabwe. In attendance was also H.E. Ambassador Fathallah Sijilmassi, Director General of the African Union Commission, as well as ministers and heads of delegations from Algeria, Zimbabwe, Namibia, Tanzania, Burundi, Congo, Cote d'Ivoire, Eswatini, Ethiopia, Kenya, Namibia, and Uganda. The celebrations incorporated civil and public service personnel, practitioners, and experts from all over Africa, members of the Diplomatic Corps, academia, private sector representatives, civil society organizations and media partners such as UN ECA and AAPAM.

Through the conference theme, The African Continental Free Trade Area (AfCFTA) Will Require a Fit for Purpose African Public Administration to Succeed, APSD brought together stakeholders to share experiences on salient political, administrative and technological levers necessary for the successful implementation of AfCFTA.

AfCFTA is a historic trade agreement that entered into force in 2019, with the aim of promoting economic integration and free trade among African countries through the creation of a single market for goods and services across the African continent. AfCFTA is a flagship programme under Africa Agenda 2063, which provides a continental framework for the economic development of the African continent, it further seeks to leverage the benefits made by the RECs in promoting regional integration. The five aspirations of the AfCFTA as outlined by UNCTAD are; boosting productivity, expanding opportunities, promoting industrialization, fostering collaboration in science, technology, and innovation, and addressing illicit financial flows.

On political and administrative alignment, AfCFTA agreement presents a new paradigm in trade architecture, redefining the roles, relationships, and partnerships of public administration and management among African governments. For the successful implementation of AfCFTA for economic progress, the mastery of new technologies, innovation, and digitalization was highlighted to be crucial for enhancing productivity and competitiveness. Furthermore, the effective implementation of AfCFTA called for unwavering political will, investment in human capital development, a focus on homegrown solutions, a shared understanding of needs, and a collaborative approach that leverages the comparative advantages of each African country.

On the technology lever, research conducted by the Economic Commission for Africa (ECA) revealed that infrastructure/connectivity and data protection laws were identified as the primary barriers to e-commerce proliferation in Africa.

Addressing these challenges remains paramount as digitalization holds the potential to create opportunities for micro, small, and medium-sized enterprises (MSMEs), women entrepreneurs, and the youth. The Pan-African Payment and Settlement System (PAPSS) presents a digital solution to support cross border trade. Through its leading-edge technology, PAPSS seeks to connect African banks, payment service providers and other financial market intermediaries enabling instant and secure payments between African countries.

The 9<sup>th</sup> APSD resolved that there was need for further sensitization and training on AfCFTA at both national and local level. Participants, further proposed increased synergy between academia and industry, noting the limited academic perspective relative to the industry's viewpoint, ought to be breached to ensure effective and sustainable implementation of the AfCFTA.

The All African Public Service Innovation Awards (AAPSIA) winning submissions were presented at the end of the APSD as follows:

**Category 1 Best Managed Organization**

- o Winner, Coast development Authority Kenya
- o 1<sup>st</sup> runner up Kenya Huduma center,
- o 2<sup>nd</sup> runner up Tanzania Railway Authority

**Category 2 Most Accountable Transparent Organization**

- o Winner Zimbabwe Public Service Commission
- o 1<sup>st</sup> runner up ministry Industrialization and Trade Namibia
- o 2<sup>nd</sup> runner up Ministry Industry and Commerce Zimbabwe

**Category 3 Best Innovation in Citizen Centered Service Delivery**

- o Winner Jomo Kenyatta University of Agriculture and Technology (JKUAT), Kenya
- o 1<sup>st</sup> runner up Mpumalanga Department of Agriculture Land and Development South Africa
- o 2<sup>nd</sup> runner up Ministry of Public Service Labour and Social Affairs Zimbabwe



## AfCFTA QUICK FACTS

-The AfCFTA is the largest free trade area in the world

-54 African countries have signed the agreement

-46 African countries have ratified the agreement

-AfCFTA aims to promote economic growth, job creation, and poverty reduction in African countries. It seeks to achieve this by eliminating trade barriers, enhancing intra-African trade, and promoting industrialization

-Since coming to force, the advent of the COVID pandemic and resultant toll on the economic prospects of African states, AfCFTA awareness and implementation naturally faced setbacks however, commencement of trading under AfCFTA was in 2021

-At the national level, the implementation of the AfCFTA strategy is overseen by National Implementing Committees (NICs)

-AfCFTA Secretariat is based in Accra, Ghana

# Trainer of Trainers Programme, Ramallah, Palestine:

By Enoch Nyorekwa Twinoburyo, PhD Senior Economist

A delegation of 26 senior African public administrators recently participated in the Training of Trainer (ToT) Programme, which took place from July 23 to 27, 2023, at the Palestinian National School of Administration (PNSA), Ramallah (Westbank) in partnership with the African Association of Public Administration and Management (AAPAM).

The ToT program, graciously sponsored by the General Personnel Council (GPC) of the State of Palestine under the guidance of Honorable Musa Abu Said, Chairman of GPC, witnessed the leadership of AAPAM's President, Dr. John Nakabago, who led a distinguished delegation from twelve African countries (Uganda, Kenya, Tanzania, Burundi, Lesotho, Ethiopia, Zambia, Nigeria, Mauritius, Nigeria, South Africa, Malawi). AAPAM, as the continental professional organization for public administrators, has committed to enhancing the capacity of public administrators through specialized training programs.

and outside current Palestine area of approximately 27,000 sq kms. The lessons learned from this experience emphasize the importance of government effectiveness, efficiency, innovation, and digital transformation in instilling public confidence in service delivery. The digitization of recruitment processes in Palestine stands as a successful case in eliminating corruption. Furthermore, mindset change and ideological clarity play vital roles in national transformation. Digitalization, strong leadership, and equitable recruitment are crucial for effective and quality service delivery. Commitment to good governance, capacitating human development, innovation, and equity can drive a nation's development even in challenging circumstances. The State of Palestine's resilience and development in a challenging political climate exemplify the power of determination. The establishment of e-recruitment hubs, for which Palestine has global recognition coupled with transparent processes has advanced efficient public service delivery. In conclusion, the Training of Trainer Program represents a significant stride towards enhancing public administration training in Africa.



Participants and dignitaries pose for an official photo during the TOT programme in Ramallah, Palestine.

This collaborative initiative aimed to strengthen public administrators' capabilities in line with the Sustainable Development Goals (SDGs) and Africa Agenda 2063. The use of the ToT model allows experienced trainers to impart their knowledge to those less experienced, promoting cost-effectiveness and rapid local capacity expansion. The curriculum's cultural relevance is preserved, ensuring a successful knowledge transfer.

The program covered three pivotal aspects: a) Human Resources Development: Focused on adult learning theory, HRD practices, and understanding the needs of adult learners within public service. b) Design and Development of Training Programs: Providing essential skills for designing programs, analyzing training needs, setting objectives, and creating training materials. c) Effective Teaching: Concentrated on executing training programs efficiently, employing engaging teaching methods, and catering to diverse audiences.

The program explored an array of topics, including ethics, project management, digital transformation, and leadership, contributing to participants' capacity development as public administration trainers. The training curriculum and resources developed in this initiative are anticipated to serve as valuable guides in public administration training.

Additionally, participants enjoyed a memorable guided tour across the State of Palestine, including a visit to Bethlehem, the birthplace of Jesus, and an engaging discussion with the Prime Minister of the State of Palestine, Dr. Mohammed Shtayyeh, underscoring the human capital development is lever to development. Palestine's resilience has thrived on human capital and are scaling on innovations from with in

facilitating the capacity building of public administrators. Trainers, armed with the right mindset, can act as change agents in Africa's transformation. Skill development and transfer across countries are vital for a sustainable future. PNSA's support for future training batches is paramount, and African leaders should explore opportunities for mutual collaboration with Palestine.

The collaboration between AAPAM and PNSA should be fortified, leveraging the existing MoU. The Palestinian development experience underscores the significance of a determined mindset. The ToT program at PNSA provides an opportunity for African public administration to shape service delivery and unlock the continent's potential. It establishes Africa as a new friend of Palestine,

## Leadership Capacities and Competencies for an Effective Public Administration:

By: Brian Mbugua, Research Officer  
Kenya School of Government (KSG).

In an effort to build a resilient and efficient public administration in Africa, the African Association for Public Administration and Management (AAPAM) and African Peer Review Mechanism (APRM) collaborated to organize a senior leadership seminar under the theme "Leadership Capacities and Competencies for an Effective Public Administration" hosted by the Kenya School of Government, Mombasa campus from 26<sup>th</sup> to 29<sup>th</sup> September 2023.

The seminar brought together 80 delegates from 12 African countries namely, Botswana, Egypt, Ghana, Kenya, Liberia, Namibia, Nigeria, Sierra Leone, South Sudan, Tanzania, Uganda and Zambia.

The theme of the seminar was informed by a competency survey conducted by AAPAM in 2022 on Leadership Development and Training in Public Administration (LDT-PAM). The survey resulted in the development of a toolkit for LDT-PAM. The tool kit will be launched in 2024 after a review by the African Union (AU).

In his welcoming remarks, Prof. George Scott, the Secretary General, AAPAM reiterated AAPAM's commitment to building Africa's public service through seminars, workshops and the development of knowledge material in collaboration with relevant partners. Prof. Scott announced that all delegates attending the seminar had paid for their one-year annual membership fees as it was factored in the seminar registration fees, a commitment that was met with excitement from the audience.

Prof. Ludeki Chweya, Director General Kenya School of Government (KSG) commended the leadership of AAPAM and added that the theme of the seminar was in line with the country's goal on national transformation. The Director General noted that it was urgent that African countries accelerated their industrial revolution to achieve their prosperity.

Hon. Phillip Tetema, Deputy Minister, Ministry of Public Administration and Political Affairs, Sierra Leone, also graced the event and appreciated the theme of leadership in Africa. He acknowledged that the seminar would provide a drive for participants to lead change in their respective home countries.

In his keynote address, Mr. Amos Gathecha EBS, Principal Secretary (PS), Ministry of Public Service, Gender and Affirmative Action, underscored the need to continue re-skilling the public service in response to global shocks. The Principal Secretary sounded a clarion call for public servants to be aware of the effects of mental health on public service productivity and take proactive steps to combat it. PS. Gathecha ended his address by officially declaring the senior leadership seminar open.

### Seminar Deliberations

The seminar covered pertinent topics including;

- Leadership Training and Alignment to National and International Development Plans.
- Ethical Leadership in the Public Sector: Principles and Practices.
- Leading Organizational Change in the Public Sector: Strategies and Tools.
- Building and Managing Public Organizations to Effectively Manage Resources.
- Leadership Development and Talent Management in the Public Sector.
- Investment in E-Government.
- Innovation: A Business Re-Engineering Model.
- Gendered Leadership Approaches: Convergence and Divergence.
- The APRM Toolkit/ Leadership Development and Training in Public Administration (LDT\_PAM) Toolkit.

The sub-themes were covered through interactive sessions facilitated by local and international experts. Discussions centered on the importance of leadership in driving development and the importance of aligning a leader's objectives to national and international development plans. The nexus between ethics and leadership was appreciated. These spurred discussions on the importance of ethics in decision-making and in combating corruption which is a major menace in Africa.

The seminar was cognisant of the African pursuit of an integrated digital economy to improve the citizens' quality of life. The significance of e- government was underscored through the presented cases of initiatives undertaken by African governments. Delegates were reminded of Business Process Re-engineering (BPR) strategic approach aimed at improving efficiency and effectiveness of service delivery.

The seminar introduced delegates to the Emerging Leaders Foundation (ELF), an AAPAM partner, and an organization nurturing young leaders and recognizing the potential of youth and women in driving positive change in Africa. It was emphasized that young people yearned for mentorship and empowerment. Delegates appreciated the role of the youth in propelling development while also calling on them to take up the leadership mantle. Diligence, respect, patience and resilience were underscored as foundational to the youth's success in service. Delegates committed to support the young professionals in their respective work stations. Delegates were also reminded to value leaving a mark of excellence in everything they do.

In addition to the interactive sessions, delegates were hosted to an ocean side dinner where they enjoyed a variety of delicious African cuisines. This provided them with an opportunity to unwind and socialize.

### The Official Closing

Delegates acknowledged the confidence that their respective countries had placed on them in sponsoring their attendance to the seminar. They expressed their eagerness to utilize the skills and knowledge acquired from the seminar. They concluded their remarks by thanking the facilitators and all persons involved in making the seminar a success.

Prof. Scott in his closing remarks, indicated AAPAM's intention to include English, French and Swahili as its official languages. He called on African policy makers to participate in AAPAM programs and events in order to strengthen their competencies towards the betterment of the continent. AAPAM's Secretary General ended his remarks by inviting delegates to the 42nd Annual Roundtable Conference scheduled for 5th to 8th December, 2023 in Livingstone, Zambia.

The seminar was officially closed by Mr. Simon Angote, Senior Lecturer, KSG on behalf of the Director General. He urged delegates to be agents of change in their countries. The seminar ended with issuance of participation certificates to delegates by AAPAM and KSG.

# Committee of Experts on Public Administration's Toolkit on Leadership Development and Training of Public Servants

By Julie Muia- Programme Officer

The adoption of the 11 principles of effective governance by the Committee of Experts on Public Administration (CEPA) in 2018 necessitated raising awareness and strengthening capacities at both local and national government levels for effective, accountable, and inclusive service delivery. The African Peer Review Mechanism (APRM) baseline study of 2021 identified strategies to enhance awareness as; creation of knowledge management hubs, targeted capacity building programmes and application and implementation of specific toolkits to support awareness.

Through the APRM-AAPAM collaboration, AAPAM developed a toolkit on the Competence principle focusing on Leadership Development and Training in Public Administration and Management (LDT-PAM). This toolkit proposes a guide on the implementation and evaluation of leadership training and development in public administration. The toolkit is aligned to AU Agenda 2063 and the SDGs. It aims at strengthening the leadership capacity of public administrators responsible for policy direction, planning and allocation of funds in Ministries, Departments, Agencies and Counties- or Local governments (MDACs). It is also relevant to Management Development Institutions (MDIs) and professional organizations at regional, continental and international levels who develop curriculum for training programmes.

Multilateral partnerships such as the UN agencies that collaborate with African governments and support capacity building programmes were also considered in the development of the toolkit. At the core of the toolkit is the public administrators who, firstly, understand the skills/competency gaps hampering performance and delivery of services; secondly, are the targeted professionals for the training programmes on public administration and management; and finally, possess the competencies being assessed.

In the long-term, the objective of the toolkit is to transform and strengthen institutions to achieve their mandate and AU Agenda 2063 and the SDGs. The (LDT-PAM) toolkit thus serves as a guide for reporting, monitoring, peer learning and exchange of best practices.

***The AAPAM's Toolkit on Leadership Development and Training in Public Administration and Management (LDT-PAM)***

The LDT-PAM toolkit aims at:

- 1.Encouraging the harmonization of policies and procedures related to leadership development and capacity building in Public Administration and Management (PAM);
- 2.Providing an elaborate and inclusive strategy for leadership development and training of public servants;
- 3.Establishing a basis for the delivery of quality leadership training and development for the operational environments of civil service across the continent;
- 4.Advancing a standardized definition of key leadership competencies for African Public Administration;
- 5.Building a framework for designing curriculum and delivering leadership capacity building programmes to enhance competency in public administration;
- 6.Creating a standardized approach to monitoring, evaluating, and reporting on leadership and capacity building programmes;
- 7.Anchoring leadership development and capacity building framework as a basic tenet for the actualization of Agenda 2063 and SDGs; and,
- 8.Identifying skills/competence gaps that need to be addressed by capacity building.

The LDT-PAM toolkit is geared towards strengthening competencies of public administrators and managers. Competency is defined as knowledge, skills, attitudes and behaviors that an individual utilizes to maximize productivity.

Categories of competence considered include:

- Strategy- Instrumental competences:** These are cognitive , methodological,technological and Linguistic abilities
- People- Interpersonal competences:** These are individual abilities like social skills (social interaction and co-operation).
- Performance -Systemic competences:** Are abilities and skills concerning whole systems (combination of understanding, sensibility and knowledge; prior acquisition of instrumental and interpersonal competences required).

Training and development refer to the process of obtaining or transferring Knowledge, Skills and Abilities (KSA) to carry out a specific activity or function. AAPAM proposes an array of training delivery methods for learning and resource optimization. LDT-PAM Toolkit is available on [www.aapam.org](http://www.aapam.org).

## LDT-PAM for Institutions

- Strengthen institutions.
- Increase productivity/ synergy.
- Increase public trust
- Ensure organizational sustainability.
- Create a conducive environment for innovations.
- Reduce working in silos

## LDT-PAM for Citizens

- Efficient and effective service delivery.
- Building/restoring public trust.
- Strengthen public participation

## LDT-PAM for Public servants

- Empower public servants.
- Instil ethical and accountable behaviour
- Enhance leadership competence.
- Encourage innovation

The Public Service Innovation Branch (PISB), Division of Public Institutions and Digital Government (DPIDG) and United Nations Department of Economic and Social Affairs (UN-DESA) organized a high-level expert meeting in New York on 8th September 2023. I represented AAPAM in this meeting which enlisted the participation of high-profile guests from around the globe. The meeting was convened under the theme of "Enhancing Innovation to Build Resilient and Responsive Public Administration to Support the Implementation of the 2030 Agenda for Sustainable Development."

In the meeting, I made the following submission and observations regarding innovation in public service on the continent of Africa.

### Ensuring Continuity of Public Services

It was paramount that we emphasize the importance of ensuring uninterrupted public service delivery. Past experiences had demonstrated the significance of agile response mechanisms to guarantee the well-being of citizens, especially during crises. All actors ought to champion for innovative approaches that enable sustained provision of essential services, thereby safeguarding societal stability and public trust. During the COVID-19 pandemic, innovative municipalities in most parts of Africa implemented contactless delivery for essential services like water and waste management to ensure uninterrupted service provision.

### Strategic Thinking and Planning Amidst Chaos

Chaos often present themselves as opportunities for innovation. Strategic thinking and planning enables public servants to navigate uncertainties with resilience. We must encourage the adoption of innovative strategies that enable effective governance even in turbulent times thereby promoting stability. In the aftermath of a natural disaster, like earthquake, a government's quick deployment of temporary housing solutions and emergency response demonstrates adaptability and strategic planning.

### Information and Awareness Creation

Responsive governance relies on informed decision-making. Public servants play a critical role in disseminating accurate information and creating awareness about government initiatives. Leveraging on technology and innovative communication can enhance transparency and accountability by bridging the information gap between the state and its citizens. Rwanda's use of drones to deliver medical supplies and information to remote areas thereby improving healthcare access and raising awareness about available services is a good example.

### Providing Service Before Self: Courage and Humanness in Practice

True leadership is exemplified through service before self. Public servants are entrusted with the responsibility of addressing the needs of the citizens. This requires courage to confront challenges head-on and the empathy to understand the impact of decisions. Innovation should be guided by principles emphasizing the intrinsic value of every individual. We all remember how healthcare workers went above and beyond their duties during COVID-19. They dedicated extra hours to care for patients or volunteered in COVID-19 testing centers thereby showcasing selflessness and empathy.

### Quick Thinking, Creativity, and Innovation

Innovation thrives in environments that nurture quick thinking, creativity, and agility. Public servants should be encouraged to embrace innovation as a means of enhancing service delivery. By fostering a culture of continuous learning and curiosity, we can unlock the potential of inventive solutions that address complex societal issues. A good example is the "Mobile Midwife" app in Tanzania that connects pregnant women in rural areas to health information and medical advice, demonstrating how innovation can bridge healthcare gaps.

### Conclusion

The Sustainable Development Goals (SDGs) provide a blueprint for inclusive and sustainable development. By infusing innovation into the SDGs' implementation, nations and institutions can accelerate progress. Lessons learned from the intersection of state-people governance relationships and innovation can guide effective SDGs strategies. AAPAM remains committed to fostering innovation and advancing responsive governance. Member states must collaborate, learn from one another's experiences, and embrace innovation as a transformative force for a brighter future. Let us harness the power of innovation to build a world where public servants are at the heart of responsive governance, driving positive change for all.



*MedicalA drone delivering medical supplies*



## AAPAM Supports Public Service Reforms in Sierra Leone at a Multi-stakeholder Conference on: A Policy Agenda for the Public Service Reform of the Republic of Sierra Leone

By Julie Muia- Programme Officer

The Republic of Sierra Leone has chaired the African Peer Review Mechanism since 2021 under a Pan-Africanism led spirit to promote good governance on the continent. Sierra Leone conducted two assessment reviews under APRM; Health Governance and Response to COVID-19 and the Unconstitutional Change of Government as one of the selected case studies for the 2023 Africa Governance Report (AGR). Both reports alluded to the necessity for civil service reforms to modernize service delivery and enhance citizens' trust in Government.

Against this background, the Ministry of public administration and political affairs of the Republic of Sierra Leone in collaboration with partners such as African Peer Review Mechanism, UNDP and AAPAM participated in a 2-day multi-stakeholder consultative forum in Freetown, from 2nd -3rd November 2023 under the theme Towards an Efficient, Effective and Inclusive Public Service in Sierra Leone.

The consultative forum was aligned to the Presidential direction envisioned in the Big 5 Agenda, specifically, agenda 4 on revamping the public service to address pervading challenges including weak human capacity, crowding of the public service space, lack of enabling legislations and mandates, overlaps in mandates and core functions, gradual, but sustained chipping away of Institutions' mandates by parallel establishments and uncoordinated reforms had over the years resulted in competition for resources and an overall low public service productivity.

Revamping the Public Service Architecture was the intervention necessitated by the status quo therefore, the consultative forum provided a platform where all public service stakeholders engaged to chart the way forward. The presentations began with a comprehensive historical background of Sierra Leone which provided the context for engagement. It was noted the intra-state conflict of 1991-2002 had retrogressed development but also provided invaluable lessons for the government in their approach towards service delivery as a deterrent of conflict.

From the deliberations, it was evident that the synergy between efficient and reformed public service institutions and effective implementation of national development agenda is imperative for the adoption of Agenda 2030 and Agenda 2063 which endorse good governance and strong public institutions as key enablers and drivers pursuant to other development goals including eradicating poverty, improving access to health, education and job creation as well as promote peaceful societies, all indicators that Sierra Leone aspires to attain through the Big 5 Agenda.

AAPAM was honored to present the Leadership Development and Training in Public Administration and Management (LDT-PAM) Toolkit as a guiding framework for strengthening institutional core competency capacities through an elaborate and inclusive strategy for leadership development and training of public servants in Africa.

The toolkit serves as a guide for reporting, monitoring, peer learning and exchange of best practices pertinent to competency framework development, curriculum development and delivery of training programmes as well as funding and budgetary requirements on an annual basis. The LDT-PAM Toolkit further affirms the positive correlation between leadership development/ training, performance, and development. With the adoption of the toolkit by the Government of Sierra Leone, AAPAM plans to deploy the toolkit to other targeted African countries with the aim of promoting professionalism, best practice and excellence in public administration.



*Hon. Dr. David M. Sengeh Chief Minister, Mr. Amara Kallon Minister of Public Administration and Political Affairs, Hon. Philip Tetema deputy minister with representatives/ experts from APRM, AAPAM, UNDP and SDGs center.*

# AAPAM Publications 2019 - 2023



AAPAM 41<sup>ST</sup> ROUND TABLE CONFERENCE REPORT



African journal of Public Administration an management (AJPAM) Vol XXVIII June - December 2023



40<sup>th</sup> Roundtable Conference



African journal of Public Administration an management (AJPAM) Vol XXVIII June - December 2021



39<sup>th</sup> Roundtable Conference



Transformation of Public Adminstration in Africa



African journal of Public Administration an management (AJPAM) / SAPA Special edited issue Vol XXVII January -June 2020



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# 2024 Calendar of Events and Programmes

Programme	Tentative Date	Venue/ Country	Partnering Institution	Target Group
World Government Summit programme	12 <sup>th</sup> -14 <sup>th</sup> February, 2024	Dubai, United Arab Emirates	World Government Summit	Invited participants
International Collaborative Governance	26 <sup>th</sup> - 29 <sup>th</sup> February, 2024	Kenya School of Government (KSG), Mombasa	International Institute of Administrative Sciences (IIAS) KSG	All
Trainer of Trainer (ToT) Programme Cohort 2	March,2024 (TBD)	Palestine	Palestine National School of Administration (PNSA)	Selected participants
41 <sup>st</sup> Conference of the National Forum for Black Public Administrators (NFBPA)	3 <sup>rd</sup> - 7 <sup>th</sup> April, 2024	United States of America(USA)	National Forum for Black Public Administrators (NFBPA)	Invited participants
UN CEPA Meeting	15 <sup>th</sup> -19 <sup>th</sup> April ,2024	United States of America(USA)	United Nations, New York	Invited participants
8 <sup>th</sup> Edition Research Seminar on Sustainable Development Goals (SDGs) 2030 and African Union (AU) Agenda 2063	28 <sup>th</sup> - 30 <sup>th</sup> May,2024	University of South Africa (UNISA)	Department of Public Service and Administration (DPSA)	All
Africa Public Service Day	23 <sup>rd</sup> June,2024	National		All
Strong Nations for Africa Fellowship Programme	15 <sup>th</sup> - 19 <sup>th</sup> July, 2024	Africa	Chandler Institute of Governance (CIG)	Selected participants
	29 <sup>th</sup> July - 2 <sup>nd</sup> August, 2024	Online		
	19 <sup>th</sup> - 23 <sup>rd</sup> August, 2024	Singapore		
Leadership Conference	23 <sup>rd</sup> - 27 <sup>th</sup> September, 2024	Kenya School of Government (KSG) Mombasa, Kenya	KSG	All
Trainer of Trainer (T.O.T) Programme Cohort 3	October, 2024 TBD	Palestine	Palestine National School of Administration (PNSA)	Selected participants
Public Lecture	October, 2024	TBD	TBD	Students
43 <sup>rd</sup> Roundtable Conference	TBD	TBD	TBD	All

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