



THE AFRICAN ASSOCIATION FOR PUBLIC ADMINISTRATION AND MANAGEMENT

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Members - 2022 - 2027



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WHAT IS AAPAM?

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

WHO ARE AAPAM MEMBERS?

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

CATEGORIES OF AAPAM MEMBERSHIP

AAPAM membership consists of four categories:

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

WHAT ARE THE BENEFITS FOR MEMBERS?

AAPAM Members enjoy the following general benefits among others:

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

AAPAM COUNCIL

- All Executive Committee Members
- All chairpersons of National Chapters

Representatives of Corporate Members

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

Representatives of Individual Members

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



Letter from the President

Dr. John Nakabago

Over the years, AAPAM has remained steadfast in its commitment to promoting **excellence, integrity, and innovation** in public service delivery across Africa.

Dear Esteemed Members, Partners, and Friends of AAPAM,

98th Edition of the AAPAM Newsletter

It is with great pleasure and a deep sense of pride that I welcome you to the 98th edition of the African Association for Public Administration and Management (AAPAM) Newsletter. This publication continues to stand as a vital platform for knowledge sharing, reflection, and engagement among public administration practitioners, scholars, and policymakers across our continent and beyond.

Over the years, AAPAM has remained steadfast in its commitment to promoting excellence, integrity, and innovation in public service delivery across Africa. Through our capacity-building programmes, high-level policy dialogues, research initiatives, and strategic partnerships, we have continued to contribute meaningfully to the strengthening of governance systems and institutions. Our work is guided by the belief that effective public administration is central to sustainable development, social equity, and the realization of the aspirations of the African people.

The AAPAM Newsletter itself has grown tremendously over the years—both in reach and impact. What began as a modest communication tool has evolved into a respected knowledge product that captures emerging trends, best practices, and critical discourse in public administration. This growth is a testament to the collective effort of our contributors, editors, partners, and readers who have continuously enriched its content and relevance. It reflects our shared commitment to learning, collaboration, and continuous improvement in the public service.

I take this opportunity to sincerely commend the AAPAM Secretariat for their unwavering dedication, professionalism, and hard work in ensuring the consistent production of this newsletter

and the successful implementation of AAPAM programmes. Your efforts often go beyond the call of duty and remain the backbone of our Association's success.

Equally, I extend my heartfelt appreciation to all AAPAM members for the steadfast support accorded to the Association over the years. Your engagement, contributions, and commitment have enabled AAPAM to remain a leading voice in public administration and management across Africa.

Allow me also to convey our profound gratitude to the Kingdom of Eswatini for successfully hosting the 44th AAPAM Roundtable Conference. The conference provided an invaluable platform for dialogue, exchange of ideas, and reflection on the evolving challenges and opportunities within the public sector. Its success is a reflection of strong collaboration and shared purpose.

This edition of the newsletter brings together a rich collection of insightful articles and highlights. Among them is a comprehensive report on the 44th AAPAM Roundtable Conference, capturing key discussions and outcomes. We also feature a distinguished profile of Professor Pregala Pillay Solosh of Stellenbosch University, South Africa, who was awarded the prestigious AAPAM Gold Medal Award in recognition of her exemplary contribution to the practice and research of public administration.

Our work is guided by the belief that effective public administration is central to sustainable development, social equity, and the realization of the aspirations of the African people.

Letter from the President continued...

In addition, readers will find highlights from the 10th Annual APS-HRMNET Conference, insights from the World Governments Summit 2026, and a thought-provoking piece on "AI as a Time-Saving Tool, Not an Alternative." The newsletter also showcases outcomes from the AAPAM Innovations Webinar and explores "The Public Policies of Our Time." Importantly, this edition includes a timely and compelling article on "Election Accountability in Africa: Why It Matters More Than Ever," underscoring the critical role of transparency, trust, and institutional integrity in democratic governance.

As we look ahead, I warmly invite all our members and partners to participate in our upcoming AAPAM capacity-building programmes, which continue to provide practical, relevant, and impactful learning opportunities. I also encourage you to join us for the 45th AAPAM Roundtable Conference scheduled to take place in the Kingdom of Lesotho this December. This gathering promises to further advance dialogue, innovation, and collaboration in public administration across the continent.

In closing, I thank you for your continued support and engagement with AAPAM. Together, let us continue to champion excellence in public service and build resilient, accountable, and citizen-centered institutions for Africa's sustainable future.

The 44th AAPAM Roundtable Conference: Advancing Agile, Resilient and Citizen-Centric Public Administration in Africa

by Clifford Ogutu- Programme Officer



Delegates during a group photo

From 2nd – 5th December 2025, the African Association for Public Administration and Management (AAPAM) successfully convened its 44th Annual Roundtable Conference (RTC) at Esibayeni Lodge in the Kingdom of Eswatini. Jointly hosted with the Government of Eswatini, the Conference brought together senior policymakers, practitioners, scholars, development partners, and young professionals from across Africa and beyond.

Held under the theme "Agile Public Administration: Partnership and Digital Transformation for Citizen-Centric Service Delivery," the Conference provided a dynamic platform for reflection, peer learning, and forward-looking dialogue aimed at strengthening governance systems across the continent. It also served as a strategic forum for shaping Africa's public sector reform agenda in an increasingly complex and rapidly evolving global environment.

Opening Ceremony and Leadership Reflections

The Opening Ceremony set a unifying and forward-looking tone for the Conference. Welcome remarks were delivered by Mr. Thulani Mkhalihi on behalf of the National Organising Committee, reaffirming the Kingdom of Eswatini's commitment to public sector innovation, institutional strengthening, and regional cooperation.

AAPAM President, Dr. John Nakabago, expressed deep appreciation to His Majesty King Mswati III and the Government of Eswatini for their warm hospitality and steadfast



Members of the AAPAM Executive committee following proceedings during the RTC in Eswatini



Mr. Mabulala S. Maseko the Honourable Minister for Public Service, Kingdom of Eswatini

support. He underscored the urgency of fostering ethical leadership, enhancing institutional agility, and accelerating digital transformation as critical pillars for governance renewal across Africa.

The Honourable Minister for Public Service, Mr. Mabulala S. Maseko, highlighted Eswatini's ongoing public sector reform journey, emphasising the importance of balancing innovation with cultural identity and national values. The keynote address, delivered on behalf of His Majesty by Honourable Minister Prince Simelane, aligned the Conference theme with Eswatini's national development priorities, particularly investments in digital infrastructure, governance modernisation, service delivery efficiency, and accountability.

Key Conversations Shaping Africa's Public Administration

Across seven interrelated sub-themes namely:

- Leadership and Institutional Transformation
- Public Financial Management and Resource Mobilisation
- Regional Integration and Policy Alignment
- Digital Transformation and Innovation
- Governance, Accountability, and Inclusivity
- Youth Empowerment and Economic Resilience
- Workplace Well-being and Institutional Culture

Delegates engaged in rich discussions that explored both pressing governance challenges and transformative opportunities

Participants emphasised that institutional reform must begin with mindset transformation. Ethical leadership, collaboration between political and administrative leaders, and citizen-centred service models such as Kenya's Huduma Centres, were highlighted as trust-building mechanisms.

Discussions focused on strengthening domestic resource mobilisation, improving public financial management, and leveraging digital systems for transparency. Reducing dependency on external aid emerged as critical for long-term institutional resilience.

Delegates underscored the importance of aligning national strategies with Agenda 2063 and the SDGs, strengthening regional cooperation, and leveraging traditional-state partnerships and research networks.

Case studies from Mauritius, Ghana, Zambia, and Burundi illustrated the impact of e-government reforms. Conversations also addressed Africa's digital sovereignty and the responsible use of artificial intelligence in governance.

The Conference examined how effectiveness, accountability, and inclusivity can be operationalised through transparent systems, community participation, and accountable public sector practices.

With Africa's youthful population in focus, discussions highlighted entrepreneurship, cooperatives, and digital innovation as pathways to economic resilience and institutional renewal.

In a historic first for AAPAM RTCs, a dedicated session addressed workplace well-being. Delegates called for embedding wellness frameworks and culturally responsive psychosocial support systems within public institutions.

The Honourable Minister for Public Service, Mr. Mabulala S. Maseko, highlighted Eswatini's ongoing public sector reform journey, emphasising the importance of balancing innovation with cultural identity and national values.

Ministerial Panel and Strategic Insights

A high-level Ministerial Panel featuring leaders from Eswatini, Mauritius, Sierra Leone, Zimbabwe, Lesotho, and Uganda reinforced the urgent need to re-imagine African public administration systems.

Ministers advocated for governance frameworks that are contextually grounded in African realities and values, supported by strong leadership, political will, innovation, and cross-sector collaboration. The panel underscored that agile governance is not optional but essential for navigating contemporary challenges.

The awards showcased innovative practices in digital service delivery, citizen engagement, institutional reform, and performance management

16th AAPAM Awards



Dr. John Nakabago (Right) handing over the Gold trophy to Local Government Integrated Information System (Zambia)

One of the highlights of the Conference was the 16th AAPAM Innovative Management Awards (IMA), which recognised excellence, creativity, and impact in public service delivery across the continent.

Out of 49 submissions from 12 countries, five outstanding projects received merit awards following a rigorous and transparent adjudication process conducted by the AAPAM Jury, chaired by Prof. John-Mary Kauzya. The awards showcased innovative practices in digital service delivery, citizen engagement, institutional reform, and performance management, offering scalable solutions and valuable lessons for replication across African public sector institutions.

The awards ceremony not only celebrated achievement but also reinforced AAPAM's commitment to promoting innovation, knowledge sharing, and continuous improvement in public administration.

The awarded finalists were as follows

- a) Local Government Integrated Information System (Zambia)- Gold
- b) KARGOPAY – Kenya Ports Authority (Kenya)- Silver
- c) Temanti Chatbot – Eswatini Water Services Corporation (Eswatini)- Bronze

1. Runner-Up and Special Mention Awards

- a) Digital Fertilizer Initiative (Tanzania)
- b) ICU Telemedicine – George Regional Hospital (South Africa)
- c) Special Mention Award: “United Youth Friendly” Initiative (Nigeria), acknowledged for its strong potential for continental adaptation.



Participants during a plenary session at the Roundtable Conference

Additionally, Professor Pregala Solosh of Stellenbosch University was conferred with the prestigious AAPAM Gold Medal Award 2025 in recognition of her exceptional and sustained contributions to the field of public administration. This distinguished honour celebrates her thought leadership, scholarly excellence, and unwavering commitment to advancing governance, capacity development, and public sector innovation across Africa.

The 44th Roundtable Conference reaffirmed AAPAM's role as a premier platform for advancing public administration excellence in Africa. It strengthened networks, inspired new thinking, and generated actionable insights to guide policy and practice. As Africa continues to navigate complex governance challenges and opportunities, the outcomes of the Conference will inform ongoing reforms and collaborative efforts aimed at building agile, resilient, and citizen-centric public institutions that deliver meaningful impact for all.

Delegates expressed profound appreciation to the Government and people of the Kingdom of Eswatini, His Majesty King Mswati III, development partners, AAPAM leadership, and the National Organising Committee for delivering a successful and memorable Conference.

The Kingdom of Lesotho was warmly welcomed as host of the 45th AAPAM Roundtable Conference in Maseru, signalling the continuation of AAPAM's collective journey toward resilient, inclusive, and citizen-centred public administration in Africa.

Gold Medal Award Professor Pregala (Solosh) Pillay

Professor | School of Public Leadership | Director,
ACCERUS Stellenbosch University, South Africa



At the 44th Roundtable Conference of the African Association for Public Administration and Management (AAPAM), Professor Pregala Solosh Pillay was honoured with the prestigious Gold Medal Award in recognition of her exemplary service to the practice and research of public administration. A Professor in the School of Public Leadership and Director of the Anti-Corruption Centre for Education and Research at Stellenbosch University (ACCERUS), Professor Pillay's career spans over three decades of transformative scholarship, mentorship, and advocacy. AAPAM is proud to feature her voice in this edition of our Newsletter.

Professor Pregala (Solosh) Pillay's Q & A

Q1. How would you describe your early life and the experiences that shaped your career selection?

I grew up during the apartheid era in South Africa, and my academic journey began at the then University of Durban-Westville, an institution created specifically to serve the Indian community under apartheid's racially segregated higher education system. Far from dampening my ambitions, that environment sharpened my awareness of systemic injustice and the vital role of education in challenging it. Growing up in a society where structural inequalities were so visibly entrenched made me deeply curious about governance, public administration, and the mechanisms that either entrenched or dismantled inequality.

Q2. You are passionate about combating corruption in all its forms. What drew you to this path?

Corruption is not an abstract policy problem. It is a lived reality that determines whether a child in a rural community receives a textbook, whether a patient receives life-saving medication, or whether a business owner can compete fairly in a market. Having spent years researching public administration and governance, I concluded that no amount of policy reform will succeed if the ethical and institutional foundations of accountability are not built and sustained.

ACCERUS was founded in 2010. The Centre holds a unique position as South Africa's only specialist anti-corruption education and training institution housed within a leading university. We combine empirically grounded research, accredited training programmes for public sector organisations, and a vibrant network of national and international partnerships with bodies such as the Special Investigating Unit, the African Union Advisory Board Against Corruption, the Commonwealth Africa Anti-Corruption Centre, the Friedrich Naumann Foundation, Good Governance Africa, and many others.

What drew me to this work is simple: the belief that change is possible, and that knowledge, when it reaches the right people, changes behaviour.

Q3. In order to build trust in national and local institutions, corruption must be eradicated. What would you recommend be prioritized over the next 10-15 years to realise this goal?

Over the next decade and a half, I believe the following priorities are non-negotiable:

- First, we must invest in ethical leadership at every level of the public service.
- Second, whistleblower protection legislation must be strengthened and, critically, enforced. South Africa and many African states have frameworks on paper, but weak implementation in practice.
- Third, anti-corruption institutions must be both independent and adequately resourced.
- Fourth, universities and schools must integrate ethics, accountability, and anti-corruption education into curricula from an early age.
- Fifth, we must harness the power of data and digital tools for transparency.
- Finally, civil society, the media, and communities must be empowered as watchdogs. Trust in institutions is rebuilt not only through what institutions do, but through citizens' confidence that independent actors are holding them to account.

All this work is interconnected, and that is precisely why ACCERUS takes a multidisciplinary, multi-stakeholder approach to its research and training programmes.

Q4. You have authored many books on public administration. Which publication do you consider the most significant, and why? Are you working on another book?

Each of my books has emerged from a particular moment in the evolution of our understanding of corruption in Africa. The 2019 volume, *A Multidimensional Perspective on Corruption in Africa: Wealth, Power, Religion and Democracy*, was significant because it disrupted simplistic narratives about corruption by examining it through multiple disciplinary lenses simultaneously.

However, if I were to identify the publication closest to my current thinking, it would be the 2023 book on *The Nexus between Poverty and Corruption: Quo Vadis?* That work cuts to the heart of why corruption in Africa is not merely a governance problem but a moral catastrophe.

In December 2025, we launched our new book, *Whistleblowing and Whistleblowers: Promoting an Accountable and Ethical Society*, dedicated to the late Babita Deokaran, an eminent whistleblower who lost her life in the service of her country. I hope that this book will make a significant contribution to both academic discourse and public policy.

Professor Pregala (Solosh) Pillay's Q & A

Q5. In your view, is the emergence of AI an enabler or challenge to academia?

It is unambiguously both, and any honest academic must grapple with that duality rather than retreat into either uncritical enthusiasm or reflexive alarm. Artificial intelligence offers extraordinary opportunities for research at scale, pattern detection in large datasets, enhanced accessibility for students across geographies, and the automation of administrative tasks that have historically consumed enormous amounts of academic time.

My view is that universities must engage with AI critically and proactively rather than avoid it. We need institutional policies, pedagogical innovation, and ongoing ethical reflection. At ACCERUS, we are actively exploring how digital tools can enhance our anti-corruption research and training, while remaining vigilant about the risks.

Q6. How can academia leverage the gains of digital transformation to impact policy-making on corruption and gender equality?

The bridge between research and policy has historically been too narrow and too slow. Digital transformation offers us the tools to close that gap. Open-access publication of research, policy briefs designed for non-specialist readers, social media engagement, and partnerships with think tanks and government departments can all accelerate the translation of academic knowledge into policy action.

On gender and corruption specifically, digital platforms have given visibility to gender-disaggregated data and amplified the voices of women in anti-corruption movements in ways that were not previously possible. The key is intentionality: academia must design its digital engagement with policy impact as an explicit objective rather than an afterthought.

Q7. What emerging areas of research in public administration are most exciting to you? What should the future of academia look like?

Several areas currently capture my attention. The intersection of artificial intelligence and public sector ethics is one: as governments increasingly deploy algorithmic decision-making. I am also deeply interested in the nexus between environmental governance and corruption. Climate adaptation and mitigation funding flowing into African governments represents an

enormous new surface area for corrupt extraction, and academic research needs to get ahead of this.

As for the future of academia, I believe it must be more collaborative, more African in its epistemological foundations, more accessible, and more courageous. We cannot continue to produce research that speaks only to peer reviewers.

Q8. You recently received the AAPAM Gold Medal Award. What did this award mean to you personally and professionally?

Receiving the AAPAM Gold Medal Award was a moment of profound humility and gratitude. AAPAM has been a home to me professionally for many years, a community where African public administration scholars and practitioners come together to share knowledge, advance the discipline, and serve the continent. To be recognised by that community for exemplary service is an honour I do not take lightly.

Personally, it was a reminder of why I chose this path: not for awards, but because I believe that better governance, more ethical leadership, and effective anti-corruption institutions are achievable. Professionally, it carries responsibility, recognition of this kind strengthens one's voice in advocacy spaces and creates new platforms for advancing the agenda.

Q9. How do you inspire the next generation of scholars and leaders?

I believe inspiration is transmitted most powerfully through example and through creating spaces where young scholars feel that their voices and ideas matter. One of the most concrete ways I do this is through the work of ACCERUS. Through ACCERUS, we have created a community of scholars, not just at Stellenbosch University, but across Zimbabwe, Uganda, Tanzania, Egypt, Kenya, Botswana, Nigeria, Ethiopia, and beyond, who are advancing anti-corruption research from African perspectives. We host international scholars, facilitate Anti-Corruption Cafe Conversations with government leaders and policymakers, and run accredited training courses for public sector organisations. For students specifically, I try to model what it means to be a relentless, values-driven academic. Fighting corruption is indeed everybody's business, and every student who graduates from our programmes carries that conviction into their personal and professional lives.

10th Annual Aps-Hrmnet Conference:

Fostering Resilient And Innovative Public Sector HR Leadership In Africa

By Linda Juma, Administrative Officer



Dignitaries and Delegates during a group photo, at the opening ceremony

The 10th Annual Conference of the African Public Sector Human Resource Managers' Network (APS-HRMnet) was successfully held from 4th - 6th November 2025 at the Freetown International Conference Centre (FICC), Bintumani, Sierra Leone. Themed "Human Resource Management and Development in Public Service: A Catalyst for Africa Agenda 2063", the conference brought together 490 delegates from across Africa and the world, including participants from Austria, Brazil, Canada, Côte d'Ivoire, Denmark, the Democratic Republic of Congo, France, Germany, Ghana, Great Britain, Italy, Kenya, Lesotho, Sweden, Switzerland, Tanzania, Uganda, the United Kingdom, and the United States.

The conference provided a platform for HR professionals, policymakers, academics, and practitioners to engage in discussions on strengthening human resource management in Africa's public sector.

Delegates shared insights, best practices, country case studies and innovative approaches to professionalizing HR functions, enhancing ethical standards, and building capacity for efficient and effective public service delivery.

Key areas of focus included:

- **Governance, Resilience, and Service Delivery:** Exploring resilient governance structures, performance and accountability systems, and citizen-centered services to strengthen institutional effectiveness.

- **Innovation in Digital and Data-Driven HR:** Leveraging technology, digital transformation, HR analytics, and evidence-based decision-making to improve HR processes and public sector efficiency.
- **Inclusive and Future-Ready Workforce:** Emphasizing youth talent pipelines, gender-responsive policies, succession planning, and the development of green public service competencies.
- **Partnerships and Sustainability:** Integrating global development agendas, promoting public-private partnerships, and strengthening the financial sustainability of HR networks.

The conference also highlighted Sierra Leone's public sector HR reforms, showcasing digital innovations such as biometric payroll systems, e-governance tools, and capacity-building initiatives through the transformation of the Civil Service Training College into a Public Service Academy.

As a participant, I had the privilege of engaging with leading HR experts and observing the dynamic exchange of knowledge and innovative practices that are critical to driving Africa's public service transformation which AAPAM champions. The conference underscored the pivotal role of human resource managers as strategic leaders, change agents, and catalysts for Africa Agenda 2063.

World Governments Summit 2026:

Charting Pathways for Future-Ready Governments

By Clifford Ogutu



High profile Dignitaries in a group photo during the opening Ceremony of the WGS in Dubai

From 3rd – 5th February 2026, global leaders, policymakers, innovators, and thinkers gathered in Dubai for the highly anticipated World Governments Summit 2026, held under the theme “Shaping Future Governments.” Recognised as one of the world’s most influential platforms for public sector innovation and governance dialogue, the Summit convened more than 6,250 participants, including over 60 heads of state and government, 500+ ministers, representatives from 150+ governments, and leaders from international organisations, academia, and the private sector.

Designed as a global knowledge exchange forum, the Summit spotlighted the opportunities and challenges facing governments in an era defined by rapid technological change, shifting demographics, climate

instability, and increasing demands for inclusive, citizen-centric governance systems. Its robust agenda featured seminars, roundtables, keynote sessions and specialised forums dedicated to future governance issues—from artificial intelligence and digital transformation to resilience and sustainable development.

Elevating Voices of the Global South

Among the Summit’s many high-level engagements was a ministerial-level roundtable on “Achievements and Challenges in the Global South” held on 4th February. This dialogue brought together ministers, senior public officials, and notable governance thought leaders to reflect on governance achievements, examine persistent

structural challenges, and explore practical strategies for accelerating inclusive development in countries across Africa, Asia, Latin America and the Caribbean.

The roundtable’s discussions reaffirmed the urgency of strengthening institutional capacities in the Global South while harnessing innovation and partnerships to catalyse progress. Central to the dialogue was the recognition that governments must adapt and evolve in the face of accelerating global change, particularly technological disruption, climate risk, fiscal pressures, and rising public expectations for services that are effective, equitable, and responsive.



Participants emphasised that while governments in the Global South have recorded notable progress in areas such as digital service delivery, economic diversification, and public sector modernization, persistent gaps in financing, infrastructure, skills development, and social inclusion continue to constrain their full potential. The roundtable called for renewed global cooperation, equitable access to innovation technologies, and stronger regional exchange mechanisms to help bridge these gaps and advance collective development goals.

Practical Pathways Forward

A recurring theme throughout the discussions was the need to embed adaptive governance models that can respond swiftly to change while remaining rooted in local realities and citizen needs. Experts cited resilient public finance frameworks, decentralised policy-making, and strategic investments in human capital as foundational elements for governments looking to thrive in future environments.

The panel also underscored the vital role of digital transformation, not only as a tool for improving service delivery but as an enabler of transparency, accountability, and citizen engagement. Case examples shared during the session highlighted how some Global South countries are deploying data-driven platforms to streamline public services, enhance outreach, and strengthen trust between governments and the communities they serve.

Furthermore, participants acknowledged that addressing the Sustainable Development Goals (SDGs) requires integrated approaches that foster private-public collaboration, expand social protections, and support inclusive economic growth. Building resilience, particularly in the face of environmental stresses and socioeconomic inequalities was underscored as a shared priority.

AAPAM's Contribution and Global Engagement

The African Association for Public Administration and Management (AAPAM) played a pivotal role in this ministerial dialogue, representing Africa's perspectives on institutional reform, capacity-building, agility in governance, and South-South cooperation. AAPAM's engagement reinforced its commitment to advancing robust public administration systems that can deliver measurable benefits to citizens across the continent.

By contributing to this global conversation, AAPAM not only elevated African insights on global governance challenges but also helped shape a collective vision for more equitable, future-focused governments, especially in regions where systemic capacities must be strengthened to ensure sustainable development and wellbeing for all.

The Public Policies of our Time

By Erick Odongo, AAPAM Intern

Over decades, public policy and its administration as a discipline have evolved from time to time. We have experienced its authoritative nature in allocation of resources to the public. We have seen and felt the effect on what government chooses to do or not to do for its citizenry. The totality of governmental actions, whether executed directly or through designated agents, has profoundly influenced social order, governance cultures, and the lived experiences of communities.

If yes public policies have attained public value in providing normative consensus about the rights, benefits and prerogatives to which citizens should (and should not) be entitled, then harnessing the principle of time on which the government and institutions should be based becomes a more promising principle.

Just as we classify projects in different specifics of timeframe, budget and objectives then our public policy classification in manner of time and era as a factor needs to be reconsidered. We can agree that the former policies have been very instrumental and influential in shaping the latter policies of our times and the entire growth of public policies. As societies evolve, there is a growing need to ground policymaking firmly in the realities of the era in which it operates for it to be more functional and evidence based.

The question at stake is what are the time dynamics of the policy idea at hand? Are the policies adaptive in the face of uncertainty? Is the policy important and manageable in this period? Is it a short time or a long-term policy idea? How do we transition from action plans to real concrete action?

If we are using the knowledge about policies, administrative arrangements, institutions or ideas in one political setting (past or present) we make the policy transfer very intentional, context-sensitive, and time-appropriate. Across Africa and globally, governments have faced emergent, increasingly, complex and unpredictable challenges: climate change, digital disruption, youth unemployment, public health risks, fiscal pressures, and rising citizen demands for transparency and accountability.

These challenges reinforce the need for responsive, flexible, and time-conscious policymaking. For instance, youth-led



protests in some countries have pressured governments to re-evaluate priorities around corruption, public services, and policing.

Although not always resulting in immediate policy reversals, these movements have reshaped political agendas and intensified government responsiveness to citizen demands. Gen Z movements have reshaped governance norms by using digital tools to demand accountability and transparency.

Their activism has influenced institutional behavior, pushing governments toward more participation and collaborative policymaking. Such policy developments underscore that responsive governance must be aligned with the pace of social, technological, environmental, and demographic change.

In conclusion, the need for change in our organizations will never end. Therefore, the ability to steer our organization and institutions in our time through the change is amongst the principal challenges to the organizational stakeholders at whatever level at a certain period. Change must only happen when there is strong motivation to undergo it. Stakeholders need to be informed what is the reason for the change, what is the process of the change and what is expected of them once the change is implemented since we are all subject to some forces within the environment we belong to.

We need to overcome the restraining force and credit our current driving forces of the organization or society in the era of achievable public policies to feel the public policies of our time.

Election Accountability in Africa:

Why It Matters More Than Ever

By Clifford Ogutu AAPAM Programmes Officer

Across Africa, elections remain one of the most visible expressions of democracy. They are moments when citizens exercise their sovereign right to choose leaders and shape national direction. However, beyond the act of voting itself, the true strength of any electoral process lies in accountability—the assurance that elections are free, fair, transparent, and reflective of the people's will.

Election accountability refers to the systems, institutions, and practices that ensure electoral processes are credible and that those entrusted with managing elections are answerable to the public. This includes electoral management bodies, political actors, security agencies, civil society, and even voters themselves.

Why Election Accountability Matters

1. Strengthening Democratic Legitimacy

Accountable elections build trust. When citizens believe that electoral outcomes are genuine, they are more likely to accept results—even when their preferred candidates lose. This legitimacy is critical for political stability and continuity. Conversely, disputed elections often lead to unrest, eroding confidence in governance systems.

Institutions such as the African Union and regional blocs like the Economic Community of West African States have repeatedly emphasized the importance of credible elections as a cornerstone of democratic governance.

2. Promoting Peace and Stability

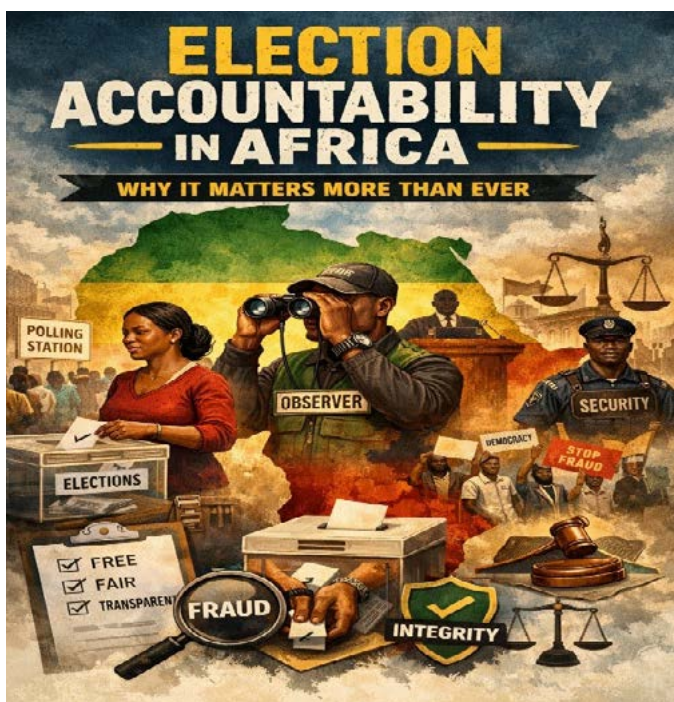
Africa has witnessed instances where contested elections have triggered conflict. Election accountability mechanisms such as independent electoral commissions, transparent vote tallying, and credible dispute resolution systems, help reduce tensions and prevent violence. When processes are clear and transparent, the likelihood of post-election disputes diminishes significantly.

3. Enhancing Public Trust in Institutions

Accountability fosters confidence not just in elections, but in governance as a whole. Citizens who trust electoral systems are more likely to engage in civic processes, comply with laws, and support national development initiatives. This trust is essential for building resilient states capable of addressing complex socio-economic challenges.

4. Encouraging Responsible Leadership

When leaders know they are subject to credible electoral scrutiny, they are more likely to govern responsibly. Election accountability ensures that leaders remain answerable to citizens, reinforcing the principle that public office is a public trust. It shifts the focus from power retention to service delivery and performance.



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5. Safeguarding Human Rights

Transparent and accountable elections protect fundamental rights, including the right to vote, freedom of expression, and freedom of assembly. Weak accountability systems often lead to voter suppression, intimidation, and manipulation—practices that undermine democratic values and human dignity.

The Role of Electoral Bodies in Upholding Transparency and Independence

At the heart of credible elections are electoral management bodies, institutions mandated to plan, conduct, and oversee elections. Their role in upholding transparency and independence cannot be overstated.

Independent electoral bodies ensure that elections are administered impartially, free from political interference. This independence is both structural and operational: it requires clear legal frameworks, secure tenure for commissioners, and adequate financial autonomy. Without these safeguards, electoral processes risk being compromised.

Transparency, on the other hand, is achieved through open and verifiable processes. This includes transparent voter registration systems, clear communication with stakeholders, public access to electoral information, and credible results transmission mechanisms. Increasingly, technology is being leveraged to enhance transparency—through biometric voter registration, electronic results transmission, and real-time reporting systems.

Equally important is stakeholder engagement. Electoral bodies must work closely with political parties, civil society organizations, media, and observer missions to build confidence in the process. Regular briefings, inclusive consultations, and timely dispute resolution mechanisms help reinforce credibility.

However, electoral bodies often operate in challenging environments, facing political pressure, resource constraints, and public scrutiny. Strengthening their capacity through training, institutional reforms, and adherence to international best practices is essential.

Organizations such as the African Association for Public Administration and Management (AAPAM) play a key role in supporting public institutions, including electoral bodies, to enhance professionalism, integrity, and service delivery across the continent.

Moving Forward

While progress has been made, challenges remain. Issues such as political interference, misinformation, weak institutions, and limited technological capacity continue to threaten election accountability in some contexts. Addressing these challenges requires a multi-stakeholder approach: governments, civil society, the private sector, and citizens must all play their part.

Investment in digital technologies, civic education, and institutional reforms can significantly improve transparency and efficiency. Equally important is fostering a culture of accountability where all actors recognize their role in upholding democratic principles.

Election accountability is not just a procedural requirement. It is the foundation upon which democracy stands. For Africa to achieve sustainable development, peace, and inclusive governance, credible and accountable elections must remain a top priority. Strengthening these processes is not only about safeguarding votes; it is about securing the future of the continent.



AI as a Time-Saving Tool, Not an Alternative

by Kevin Muhindi ICT Officer



There's a conversation happening in boardrooms, classrooms, and coffee shops that tends to go one of two ways. Either people are excited about AI doing everything for them, or they're worried AI is coming for their jobs. Both conversations miss the point entirely.

The most powerful use of artificial intelligence isn't replacement it's acceleration. AI, at its best, is a force multiplier for human capability. It compresses the time it takes to get from idea to execution, from question to answer, from blank page to first draft. The human doing the work is still essential. They're just no longer slowed down by the parts of their job that don't require their uniquely human judgment.

When the calculator was introduced, nobody argued that it was replacing mathematicians. It was eliminating the tedious, error prone process of doing arithmetic by hand, freeing mathematicians to think about harder problems. The same logic applies to AI and understanding this distinction changes everything about how we should use it.

A substitute does your work for you. A tool helps you do your work better and faster. When you use AI to write a report from scratch and publish it without review, you're using it as a substitute. When you use AI to generate a first draft, then bring your expertise, judgment, and lived experience to refine and elevate it, you're using it as a tool. The outcomes are vastly

**Time-saving
tools only
create real
value when
they're
used with
intention.**



different, both in quality and in the value, you personally bring to the table.

The risk of leaning on AI as a substitute is subtle but real. You lose the muscle memory of critical thinking. You stop developing the instincts that come from wrestling with a problem yourself, and when AI gets something wrong which it does you may not have the knowledge left to catch it.

The practical wins from AI as a time-saving tool are substantial. Consider what knowledge workers spend the majority of their time doing in researching, summarizing, drafting, formatting, scheduling, translating ideas into language. Much of this work is foundational necessary, but not the part of the job that requires the sharpest human thinking.

AI compresses all of it. A researcher can generate a literature summary in minutes rather than days. A marketer can brainstorm fifty campaign angles in the time it used to take to think of five. A lawyer can scan hundreds of pages of contracts for relevant clauses before doing the nuanced interpretive work that actually requires legal expertise. A developer can generate boilerplate code instantly and spend their cognitive energy on architecture and problem-solving.

In each of these cases, AI doesn't eliminate the human it eliminates the friction and when friction disappears, people can focus more of their time on the work that genuinely requires them.

For all that AI can do, there is a growing premium on the things it cannot. Contextual judgment knowing not just what to say but when, how, and to whom remains deeply human. So does relationship building, ethical reasoning, creative risk-taking, and the ability to read a room.

AI has no skin in the game. It doesn't know your client, your organization's history, the politics of a situation, or the unspoken dynamics that shape every in the real-world decision. It doesn't have accountability. It doesn't carry the consequences of being wrong. These aren't weaknesses that will simply be engineered away they're structural, and they're exactly why human judgment will remain irreplaceable even as AI continues to improve.

The professionals who will thrive are those who become fluent in working alongside AI without becoming dependent on it. They use it to do more, not to think less. They verify its outputs, push back on its assumptions, and bring their own

expertise to bear on everything it produces.

The most useful mental model is to think of AI the way you think of a very fast, very well-read junior collaborator. It can gather information quickly, draft things competently, and handle a wide range of tasks. But it needs direction. It needs review and on anything that truly matters. It also needs the judgment of someone who actually understands the full picture.

When teams adopt this mindset, something shifts. The conversation stops being "will AI take my job?" and starts being "how do I use this to do my best work?" People start reclaiming hours they used to lose to administrative tasks and spending them on strategy, creativity, and connection. Productivity goes up. Satisfaction often does too, because people are spending more time on the parts of their work that feel meaningful.

Time-saving tools only create real value when they're used with intention. A few principles that hold up in practice:

- Always bring your expertise to AI's output. Treat everything it produces as a starting point, not a conclusion. Your knowledge is what separates a generic result from one that's actually fit for purpose.
- Be specific about what you need. The quality of AI output scales with the quality of your input. Vague prompts produce vague results. Detailed, context-rich prompts produce work that's genuinely useful.
- Know where AI falls short. It can hallucinate facts, miss nuance, and reflect the biases baked into its training data. In high-stakes situations legal, medical, financial, editorial independent verification isn't optional.
- Stay in the loop. The moment you stop paying attention to what AI is producing, you stop benefiting from the tool and start being exposed to its risks.

Conclusion

AI is one of the most powerful time-saving technologies most of us will ever encounter. That's a genuinely exciting thing. But its value is only realized when it's paired with human intelligence, oversight, and judgment. It can draft, but you decide. It can research, but you synthesize. It can accelerate, but you steer.

The future doesn't belong to AI, and it doesn't belong to the people who refuse to use it. It belongs to those who understand the difference between a tool and a crutch and who have the discipline to keep it in the right category.

AAPAM Innovations Webinar

Theme: Innovation and Impact: Institutionalizing Innovation in the Public Sector

Date: 24th March 2026

By Erick Odongo, AAPAM Intern



The African Association for Public Administration and Management (AAPAM) convened its Innovations Webinar on 24th March 2026 under the theme “Innovation and Impact: Institutionalizing Innovation in the Public Sector.” The virtual event brought together public sector leaders, practitioners, researchers, and development partners from across Africa and beyond to explore how innovation can be embedded within public institutions to achieve sustainable and measurable outcomes.

The webinar opened with welcome remarks from the AAPAM Secretary General, who emphasized the critical role of innovation in strengthening governance and improving public service delivery. This was followed by the official opening by the AAPAM Deputy President, who highlighted that while innovation is increasingly visible across African public institutions, the central challenge now lies in institutionalizing these innovations. He stressed that innovation should not remain at the level of isolated initiatives but must be integrated into policies, governance systems, and organizational cultures to ensure long-term impact.

The keynote address provided a global perspective on public sector innovation and digital transformation. The speaker underscored the importance of citizen-centric service delivery, strong leadership, and integrated systems as key drivers of sustainable innovation. He noted that innovation is most effective when it responds directly to citizen needs

and is supported by coherent institutional frameworks and committed leadership.

A major highlight of the webinar was the presentation and analysis of the 2025 Innovative Management Award (IMA) Programme. This segment offered valuable insights into emerging trends in public sector innovation across Africa, with particular emphasis on scalability, sustainability, and alignment with institutional goals. The discussion reinforced the importance of designing innovations that can be replicated and embedded within broader governance systems.

Five outstanding innovations recognised under the IMA Programme were presented, each demonstrating the transformative potential of digital solutions and institutional reform in addressing public sector challenges.

The first innovation, the Local Government Integrated Information System (LGIIS) from Zambia, showcased a home-grown digital platform designed to improve efficiency in local government operations. The system integrates multiple functions, including billing, geographic information systems (GIS), mobile payments, customer relationship management, and real-time financial reporting. By centralizing and automating revenue management processes, LGIIS has significantly reduced revenue leakages, enhanced transparency, and improved service

delivery. Despite challenges such as limited ICT infrastructure and resistance to change, the system has strengthened public trust and is positioned for scaling across municipalities.

The second innovation, Kargo Pay from Kenya, focused on transforming port revenue collection and cargo clearance processes. Developed by the Kenya Ports Authority, this digital payment platform allows for 24/7 transactions through an integrated system that supports banks, mobile money, and card payments. Kargo Pay has eliminated manual payment processes, reduced delays in cargo clearance, and improved operational efficiency across key port facilities. By enhancing transparency and enabling real-time payments, the system has strengthened financial performance and supported regional trade integration.

The third innovation highlighted Eswatini's digital transformation in water service delivery through the Temanti chatbot and the EWSC mobile application. These platforms enable customers to access services such as bill payments, balance inquiries, fault reporting, and service applications through digital channels. By leveraging widespread mobile and internet access, the initiative has improved customer convenience, reduced waiting times, and enhanced revenue collection. It also demonstrates how digital tools can expand service access and promote inclusivity, particularly in underserved areas.

The fourth innovation, Tanzania's Agricultural Inputs Subsidy System (AISS), demonstrated how digital platforms can improve transparency and efficiency in agricultural subsidy distribution. The system registers farmers and stakeholders, tracks the distribution of inputs, and manages subsidy payments. It also incorporates smart cards to promote financial inclusion. AISS has reduced fraud, improved coordination among institutions, and ensured timely access to subsidized inputs. The resulting increase in fertilizer use and agricultural productivity highlights the potential of digital systems to drive both accountability and economic growth.

The fifth innovation, the TeleICU project from South Africa, illustrated how technology can enhance healthcare delivery in resource-constrained settings. Through a partnership between hospitals, the initiative uses telepresence technology to provide remote specialist support to rural intensive care units. This has improved clinical decision-making, reduced unnecessary patient transfers, and strengthened the capacity of local healthcare providers. By expanding access to critical care services, the project demonstrates a scalable model for improving healthcare outcomes in underserved regions.

Collectively, these case studies underscored the importance of aligning innovation with institutional needs and ensuring that solutions are scalable and sustainable. The discussions highlighted several key enablers of successful innovation, including strong leadership, supportive policy environments, digital transformation, and collaboration

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across institutions. Participants also emphasized the importance of capacity development, resource mobilization, and knowledge-sharing platforms to support the replication of successful initiatives across countries.

The webinar provided a dynamic platform for dialogue and exchange, allowing participants to reflect on lessons learned and share experiences. It reinforced the need for a shift from piloting innovative ideas to embedding them within institutional frameworks that can sustain long-term impact. This requires not only technological solutions but also cultural and organizational change within public institutions.

In the closing session, participants were commended for their contributions to the discussions. It was noted that Africa is demonstrating a growing capacity for innovation in public

administration. However, the key challenge remains ensuring that these innovations are institutionalized through strong leadership, effective policies, and sustained collaboration. Stakeholders were encouraged to translate the insights gained into practical actions within their respective institutions.

Overall, the webinar reaffirmed AAPAM's commitment to promoting innovation, knowledge sharing, and excellence in public administration. It highlighted the critical role of institutionalizing innovation in strengthening governance systems and improving service delivery across Africa. Through continued collaboration and the scaling of best practices, public sector institutions can better respond to evolving challenges and deliver meaningful impact for citizens.



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