

AAPAM NEWSLETTER

99TH EDITION • 2026

Leadership • Innovation • Public Value • Africa



Group photo of closing ceremony-Strong Nations for Africa Programme (SNFAP) 2026 Segment 3, Singapore

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Executive Committee • 2022–2027

Leadership



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Secretary General Prof George Scott

AAPAM Secretariat

About Us

WHAT IS AAPAM?

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

Who are AAPAM members?

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

Categories of AAPAM Membership

AAPAM membership consists of four categories:

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

What are the benefits for members?

AAPAM Members enjoy the following general benefits among others:

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

AAPAM Council

All Executive Committee Members

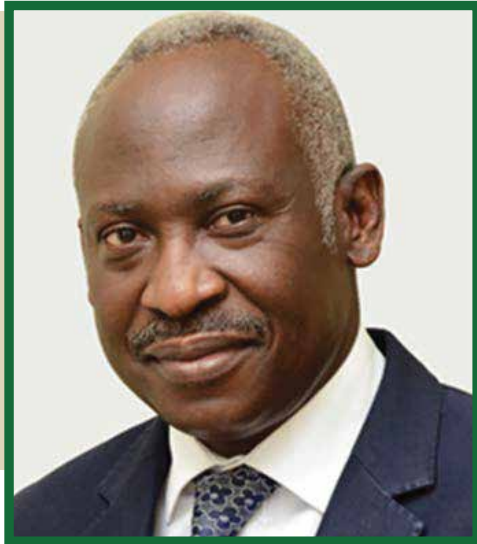
All chairpersons of National Chapters

Representatives of Corporate Members

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

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

Letter From The President, Dr. John Nakabago



Dr. John Nakabago

Dear Esteemed Members, Partners and Friends of AAPAM,

It is my great pleasure to welcome you to the 99th Edition of the AAPAM Newsletter,

a remarkable milestone that reflects AAPAM's enduring commitment to knowledge sharing, thought leadership, and the advancement of public administration and management across Africa. For many years, the Newsletter has served as one of the Association's flagship knowledge products, documenting our collective journey, capturing emerging governance trends, showcasing innovative practices, and fostering dialogue among policymakers, practitioners, researchers, and development partners across the continent.

As we approach the landmark 100th Edition, we celebrate not only the continuity of this publication but also the resilience, growth, and impact of the AAPAM community. Each edition represents our unwavering commitment to promoting excellence in public service, preserving institutional knowledge, and creating a platform through which African experiences, innovations, and success stories continue to inform policy and practice.

The Newsletter remains an important vehicle for connecting our members, strengthening professional networks, and inspiring transformative leadership for the benefit of Africa's public institutions.

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I extend my sincere appreciation to the AAPAM Secretariat, whose dedication and professionalism continue to ensure the successful implementation of the Association's programmes and the production of quality knowledge resources such as this Newsletter. I also thank our Member States, Executive Committee, National Chapters, development partners, researchers, authors, practitioners, and all contributors whose unwavering support, expertise, and commitment continue to enrich AAPAM's work and expand its impact across the continent.

As AAPAM, we remain convinced that Africa's transformation will be driven by capable institutions, ethical leadership, innovation, and collaborative action. I encourage all our members and stakeholders to actively participate in AAPAM's

programmes, contribute to our growing body of knowledge, and work together to build resilient, inclusive, and citizen-centred public institutions.

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This edition presents a rich collection of articles that reflect AAPAM's continued commitment to advancing excellence in public administration, governance, and leadership across Africa. Readers will find highlights of AAPAM's participation in the 2nd APS HRP Network – Kenya Chapter Conference, preparations for the 45th AAPAM Roundtable Conference, and Kenya's celebration of Africa Public Service Day 2026. The Newsletter also features highlights from the Strong Nations for Africa Programme (SNFAP), which supports the development of strategic, values-driven and future-ready public sector leadership across the continent. In addition, an insightful AAPAM Book Review reaffirms the Association's commitment to nurturing a culture of knowledge sharing, research, and continuous learning as essential pillars for strengthening public administration on the continent.

In addition, this edition explores key issues shaping Africa's governance landscape through coverage of the First East Africa Regional Conference on Ethical, Digital and Citizen-Centred Public Administration, thought-provoking perspectives on Public Policy for Development in Africa, and outcomes from the AAPAM-DPSA Research Seminar, which emphasizes stronger institutions and locally driven solutions to Africa's governance challenges.

We also bring you highlights from the United Nations Public Service Forum 2026, providing valuable global perspectives on public sector transformation. Collectively, these articles showcase AAPAM's role as a leading continental platform for promoting innovation, ethical leadership, strategic public sector leadership, evidence-based policymaking, knowledge exchange, and collaborative action in pursuit of effective, resilient, and transformative public administration across Africa.

This edition comes at an exciting time for our Association as we prepare to convene two flagship events that will bring together public sector leaders, policymakers, scholars, and practitioners from across Africa and beyond. I warmly invite you to participate in the AAPAM Leadership Conference in Mombasa, Kenya, where participants will engage in forward-looking discussions on leadership, anticipatory governance, systems thinking, and digital transformation.

I also extend a special invitation to all our members and stakeholders to join us for the 45th AAPAM Roundtable Conference, to be hosted by the Kingdom of Lesotho, under the theme "From Ambition to Impact: Reimagining Public Administration for the Realization of Agenda 2063 and the SDGs towards the Africa We Want." The conferences will provide a premier continental platform for sharing innovative practices, fostering partnerships, and identifying practical solutions that will accelerate Africa's governance and development agenda.

I wish you an insightful and rewarding reading. Thank you for your continued support and commitment to AAPAM. Together, let us continue advancing excellence in public administration and management across Africa through collaboration, innovation, and the pursuit of effective, ethical, and citizen-centred governance.

From Commitments To Impact: AAPAM–dpsa Research Seminar Calls For Stronger Institutions and Local Solutions

– Clifford Ogutu, Programme Officer



Honourable guests and delegates during the opening ceremony of the 10th Research seminar at Stellenbosch University's School of Public Leadership, Bellville Campus, South Africa

The 10th AAPAM–DPSA Research Seminar was successfully convened from 5–7 May 2026 at Stellenbosch University's School of Public Leadership, Bellville Campus, South Africa. Co-hosted by the African Association for Public Administration and Management (AAPAM), the Department of Public Service and Administration (DPSA) of South Africa, Stellenbosch University, Stellenbosch Municipality, and the Open Government Partnership (OGP), the Seminar brought together policymakers, researchers, academics, public servants, development partners and civil society representatives from across Africa to examine how the continent can translate policy commitments into tangible development outcomes.

Held under the theme, "Governing for Impact: Translating Africa's Commitments into Resilient Communities, Ethical Institutions, and Local Solutions," the Seminar challenged participants to move beyond policy formulation towards implementation that delivers measurable public value. Throughout the three-day engagement, delegates reaffirmed that while Africa has developed robust continental frameworks such as Agenda 2063 and the Sustainable Development Goals, stronger institutions and implementation-focused leadership remain essential to transforming these commitments into meaningful improvements in citizens' lives.

A major highlight of the opening session was the launch of the Open Government Partnership (OGP) Local Challenge, which reinforced the importance of transparency, accountability and participatory governance. Discussions emphasized that governments and civil society must move beyond consultation towards genuine institutions work closely with communities, strengthen access to justice, uphold accountability and ensure that national commitments translate into visible improvements at the local level.

Officially opening the Seminar, Prof. Zweli Ndevu, Director of the School of Public Leadership at Stellenbosch University, welcomed delegates and underscored the urgent need to bridge the gap between policy ambition and implementation. He observed that resilient communities depend on capable institutions and called for stronger partnerships and research-driven solutions to address Africa's governance challenges.



In his opening remarks, Prof. George Scott, Secretary General of AAPAM, described the Seminar as an important platform for translating continental aspirations into practical action. He reaffirmed AAPAM's commitment to advancing public administration through research, capacity development and knowledge sharing, while emphasizing that ethical leadership, professionalisation and accountable institutions remain indispensable for rebuilding public trust and accelerating Africa's development agenda.

Throughout the Seminar, discussions focused on strengthening state resilience, mitigating inequality, combating corruption, advancing digital transformation, promoting collaborative governance and improving performance management. A consistent message emerging from the deliberations was that governance reforms must ultimately improve the everyday lives of citizens rather than merely satisfy policy requirements

Delegates agreed that resilient public institutions are fundamental to responding effectively to emerging challenges, including climate change, disasters, fiscal pressures, rapid urbanization and growing public expectations. It was discussed that resilience is built through capable leadership, institutional preparedness and sustained collaboration among governments, academia, civil society and the private sector.

Ethical governance emerged as one of the Seminar's strongest recurring themes. Participants agreed that corruption, weak accountability systems and politicized institutions continue to undermine development efforts across the continent. Consequently, delegates emphasized the need to strengthen professionalisation, ethical leadership, whistleblower protection and consequence management while embedding integrity as a defining principle of public administration.

Digital transformation featured prominently throughout the discussions. Participants agreed that technology should serve as a catalyst for better governance rather than simply digitizing existing processes. It was discussed that Artificial Intelligence, data science and digital platforms offer significant opportunities to improve accountability, disaster preparedness and public service delivery, provided they are supported by appropriate ethical safeguards and regulatory frameworks.

The deliberations culminated in a series of practical recommendations aimed at accelerating governance reform across Africa. Delegates agreed on the need to institutionalize collaborative governance, deepen ethical leadership, strengthen whistleblower protection and consequence management, integrate grassroots data into planning and reporting systems, harness digital technologies to improve accountability, and strengthen partnerships among governments, universities, research institutions and civil society.



Distinguished guests and delegates during the Open Government Partnership (OGP) Local Challenge

Closing Ceremony



(L-R) Professor Zwelinzima Ndevu PhD Director, School of Public Leadership (SPL) Mr. Willie Vukela Director General DPSA, Prof. Scott, AAPAM SG, Dr. Patrick Sokhela (Acting DDG: Government Service Access Improvement), Prof. Ramadhani Marijani, Senior Lecturer, Dodoma University, Prof. Solosh, School of Public Leadership.

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The Seminar concluded with a renewed call for African public institutions to translate governance commitments into tangible improvements in the lives of citizens. Reflecting on the three days of deliberations, Mr. Willie Vukela, Director-General of the Department of Public Service and Administration (DPSA), South Africa, commended delegates for the rich exchange of ideas and reaffirmed the importance of strengthening public institutions through ethical leadership, professionalism and innovation. He emphasized that effective governance must be measured not by policy intentions but by its impact on citizens, urging governments to embrace evidence-based decision-making, collaboration and continuous institutional reform to build resilient and responsive public services.

In his closing remarks, Prof. George Scott, Secretary General of AAPAM, applauded the commitment demonstrated by participants and partners throughout the Seminar. He noted that the quality of the discussions had reaffirmed the importance of research and knowledge sharing in shaping governance reforms across the continent. He encouraged delegates to champion the implementation of the Seminar's recommendations within their respective institutions and reaffirmed AAPAM's commitment to promoting excellence in public administration through research, capacity development, strategic partnerships and professional networking.

The closing ceremony underscored that the true value of the Seminar will be measured not by the quality of the deliberations alone, but by the actions that follow. Participants departed with a shared resolve to strengthen ethical leadership, foster innovation, deepen collaboration and build resilient public institutions capable of translating Africa's commitments into lasting public value for its citizens.

Aapam Participates In 2nd Aps Hrp Network – Kenya Chapter Conference,

By Linda Juma – Administrative Officer AAPAM



The African Association for Public Administration and Management (AAPAM) participated in the 2nd Africa Public Sector Human Resource Practitioners Network (APS HRP Network) – Kenya Chapter Conference held from 11–15 May 2026 at the Kenya School of Government, Mombasa Campus. The conference brought together senior public sector leaders, human resource practitioners, scholars, and development partners under the theme “Human Capital as Statecraft: Reimagining Public Sector HR for National Transformation.”

AAPAM was represented by its Secretary General, Prof. George K. Scott, who delivered a Message of Solidarity during the official opening ceremony. The conference provided a valuable platform for knowledge sharing and engagement on emerging issues shaping public sector human resource management across Africa.

The conference also addressed the growing impact of digital transformation and technological disruption on public service management. Sessions on managing performance and change in digitally transforming institutions, governing in the age of Artificial Intelligence (AI), and emerging AI issues in HR management emphasized the importance of equipping public servants with future-ready skills while ensuring ethical and accountable use of technology. These discussions resonated strongly with AAPAM's ongoing efforts to promote innovation and digital transformation within public administration systems across Africa.

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Participants during APS HRP Network at KSG Mombasa Campus

Another significant area of focus was values-based leadership and ethical governance. Deliberations on the values and principles of public service highlighted the critical role of integrity, accountability, and professionalism in strengthening citizen trust and improving service delivery. Participants shared experiences on implementing constitutional and governance principles within public institutions, re-affirming the importance of ethical leadership in public sector reform.



Participants during APS HRP Network at KSG Mombasa Campus

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The insights and recommendations emerging from the conference reinforce AAPAM's strategic focus on capacity development, public sector innovation, leadership excellence, and knowledge sharing. AAPAM welcomes continued collaboration with the APS HRP Network and other stakeholders in advancing professional, ethical, and transformative public service systems that contribute to Africa's sustainable development and Agenda 2063 aspirations.

First East Africa Regional Conference Champions Ethical, Digital and Citizen – Centred Public Administration

– Clifford Ogutu, Programme Officer



Distinguished guests and delegates during the opening ceremony

The African Association for Public Administration and Management (AAPAM), in collaboration with the Kenya Association for Public Administration and Management (KAPAM), the Kenya School of Government (KSG), and other strategic partners, successfully convened the First East Africa Regional Conference from 8th–11th June 2026 at the Diamonds Bijoux Hotel in Zanzibar, United Republic of Tanzania. The conference brought together over 160 senior government officials, public administration practitioners, academics, development partners, and governance experts from Kenya, Uganda, and Tanzania to explore practical strategies for advancing regional integration through ethical, digital, and citizen-centred public administration, reaffirming the region's shared commitment to strengthening governance and public sector performance.

Held under the theme, "Advancing Regional Integration and Public Value in East Africa: Ethical, Digital and Results-Driven Public Administration," the conference provided a timely platform for examining how

public institutions can better support the realization of the East African Community (EAC) Vision 2050. Throughout the four-day event, delegates reaffirmed that ethical leadership, digital transformation, institutional resilience and results-oriented governance are fundamental to building a prosperous, integrated and people-centred East Africa.

The opening session established the tone for the conference, with speakers unanimously emphasizing that stronger institutions and closer regional cooperation are essential for achieving the aspirations of EAC Vision 2050. In his welcome remarks, Mr. Ayoub Kilubuka, AAPAM Vice President for East Africa, underscored the importance of collaboration, innovation and revitalized national AAPAM chapters in driving governance reforms across the region. Prof. George Scott, AAPAM Secretary General, reaffirmed the Association's commitment to leadership development, research and knowledge sharing, while urging delegates to translate dialogue into practical reforms that deliver measurable public value.



Prof Scott, AAPAM Secretary General giving his opening remarks

These perspectives were reinforced by Prof. Nura Mohamed, Director General of the Kenya School of Government, who emphasized the need for ethical leadership, digital governance, cybersecurity and evidence-based decision-making to address emerging governance challenges. Dr. Idris Dokota, Permanent Secretary for Cabinet Affairs, Kenya, called for greater policy harmonization, the elimination of non-tariff barriers and wider adoption of digital technologies to improve efficiency and transparency. Similarly, Mr. Amos Gathecha, Deputy Head of Public Service and Chairperson of KAPAM, highlighted integrity, accountability, innovation and results-based management as the pillars of a responsive and citizen-focused public service.

Over the course of the conference, participants explored a wide range of issues shaping the future of public administration in East Africa. Discussions focused on strengthening public institutions, advancing ethical governance, promoting professionalism within the public service, accelerating digital transformation, modernizing trade facilitation and port systems, improving performance management, and fostering seamless service delivery across national borders.

A recurring message throughout the deliberations was that regional integration can only succeed when supported by capable, accountable and adaptive public institutions. While participants acknowledged significant progress in digital government, infrastructure development, public finance management and service delivery across the region, they also noted persistent challenges, including corruption, institutional fragmentation, climate change, cybersecurity threats, youth unemployment, resource constraints and declining public trust.

Delegates agreed that digital transformation should be viewed not merely as a technology initiative but as a comprehensive public sector reform agenda. They emphasized the importance of developing interoperable government systems, shared digital public infrastructure, harmonized digital standards and secure data-sharing mechanisms to facilitate seamless service delivery across East Africa.

The conference further recognized the growing potential of emerging technologies, particularly Artificial Intelligence, to enhance governance, while stressing the need for robust ethical frameworks and appropriate regulatory safeguards.

The discussions also reaffirmed that ethical leadership remains the foundation of effective governance. Participants emphasized the need to strengthen integrity systems, transparency, accountability and anti-corruption measures while promoting professionalism and adherence to public service values. It was further observed that sustained investment in leadership development, employee welfare, mental health and continuous professional learning would contribute significantly to institutional effectiveness and public confidence.

Performance management featured prominently throughout the conference, with delegates advocating for a shift from compliance-driven reporting to results-based management that measures service delivery outcomes, public value and citizen satisfaction. Participants stressed the importance of strengthening monitoring and evaluation systems through reliable data, digital technologies and evidence-based decision-making to improve organizational performance and accountability.

Recognizing that many governance challenges transcend national borders, participants agreed that stronger collaboration among governments, schools of government, public administration associations, management development institutes and centres of excellence is essential. Such partnerships, they noted, would promote knowledge exchange, joint research, innovation and the harmonization of professional standards needed to support regional integration.



(L-R) Mr. Amos Gathecha, Deputy Head of the Public Service, Mr. Ayoub Kilabuka, Vice President AAPAM, East Africa, Prof Nura Mohammed, Director General Kenya School of Government

The conference culminated in the adoption of a comprehensive communiqué containing 38 resolutions. Among the key outcomes, delegates agreed to pursue greater harmonization of governance frameworks, strengthen ethical leadership and accountability, accelerate digital government transformation, enhance cybersecurity and data governance, and establish common professional standards for public administrators across the region. They further emphasized the importance of modernizing licensing, procurement, customs and trade systems, expanding digital skills development, strengthening climate resilience, improving public sector performance management and promoting citizen-centred accountability.

Participants also underscored the need to develop shared digital public infrastructure and progressively implement the "Once-Only Principle," enabling citizens and businesses to provide information to government only once when accessing public services across the region. In addition, discussions highlighted the importance of promoting smart and sustainable port operations, transparent revenue governance and integrated regional service delivery to facilitate trade and economic growth.

As a way forward, delegates called upon Ministries, Departments and Agencies, public administration institutions and development partners across East Africa to prioritize implementation of the conference recommendations through strengthened collaboration and sustained political commitment. They further encouraged AAPAM and its national chapters to continue championing leadership development, research, innovation and the professionalization of public administration as catalysts for regional integration and sustainable development.

The successful convening of the First East Africa Regional Conference marked a significant milestone in advancing dialogue on governance and public sector reform within the East African Community. By bringing together policymakers, practitioners and development partners from across the region, the conference reinforced the shared conviction that ethical leadership, digital innovation, institutional excellence and regional cooperation are indispensable to delivering public value and realizing the aspirations of EAC Vision 2050.

This year marked the 4th year of the Strong Nations for Africa programme. The collaborative programme held in partnership with the Chandler Governance Group (CGG) aims to strengthen the administrative capacity of public sector leaders to effectively administer public services, policies, programmes and strengthen public participation. The programme was hosted in the Republic of Rwanda by the African Governance Group (ASG) with a cohort of 23 participants from 9 countries including Kenya, Malawi, Mauritius, Rwanda, Somalia, South Africa, Tanzania, Uganda and Zambia.

Since the programme launch in 2023, 90 participants from 14 African countries have undertaken the high impact executive training programme across the 2023 Kenya segment, 2024 South Africa segment, 2025 Tanzania segment and 2026 Rwanda segment. To qualify for the SNFAP the review considers achievements and experience as well as the intangible human attributes including resilience, problem solving and passion.

The 2026 cohort raised the standard in all dimensions presenting pervading administrative challenges in their respective countries as well as possible solutions to address them.

In the design stage of the SNFAP, experiential learning is emphasised just as the theoretical to allow participants to explore governance and leadership principles as well as the practical implementation and interaction of governance, policies and service delivery. By hosting the 1st segment in the African continent, the programme affirms that peer learning from the vast lessons and experiences drawn from the Continent offers best practices that can be replicated. The ultimate success of the programme lies in building a community of African public sector leaders empowered and committed to strengthening public value delivery in their respective countries as well as the collective continental ambitions of Agenda 2063.

Segment 1: Kigali, Rwanda- ‘the land of a thousand hills and a million opportunities, Theme: Understanding The Stewarding Strong Nations



Study Tour of Irembo Government Hub

In demonstrating the potential of Public Private partnership and digital transformation, participants undertook a study tour to the IremboGov, the official e-government portal, responsible for digitizing government services premised on a promise of zero trips, zero paper. The platform currently provides citizens and foreigners over 200 public services online. IremboGov, won the prestigious Best Government Service in the World award at the GovTech Prize 2026, at the World Governments Summit in Dubai.

In hosting the 2026 SNFAP, the Republic of Rwanda presented illuminating lessons on national rebuilding and development principally underpinned by homegrown solutions and good governance structures characterized by ethical and results driven leadership. Rwanda is notably lauded as the ‘Singapore’ of Africa given the impressive development prospects Continentally ranking 2nd in the 2026 Chandler Good Government Index.



Study Tour of Rwanda Governance Board (RGB)



Group photo during day of segment 1 SNFAP

The Rwanda Governance Board, study tour further explored the intricate nature of consensus democracy. Rwanda Governance Board is an independent government agency which serves as a single window for Governance through: promoting principles of good governance and decentralisation; monitoring governance practices in political, public and private institutions and quality of service delivery among others. Notably, the Rwanda Governance Scorecard (RGS) serves as a tool to drive evidence based public policy analysis, research and social reforms in Rwanda by identifying challenges and providing recommendations.

Segment 2: Online Segment

Theme: Developing the Leader in You

The online segments provide a blended learning experience for participants offering both synchronous and asynchronous models. In the first session, participants had a discussion with a national leader. Subsequently, the second session delved into agile, citizen-centered and collaborative public sector: Leadership Imperative. Reflecting on the African history from 60 years ago, the continent had experienced quantum leaps in public sector transformation, similarly, the composition of citizens as well as the workforce has evolved from the boomers to Gen Alpha. Notably the current workforce was comprised of 5 distinct generations with distinct leadership, learning and influence styles, naturally, the current governance models are facing an existential stress test.

The trust deficit in government, evidence by growing unrest among the younger generation, is then seemingly symptomatic from the larger existential crisis where institutional relevance and governance systems had outlived their usefulness, all the while in a VUCAD environment. The panacea discussed was the transformational leader model which serves as a trust accelerator. The transformational leader embodied agility, continuous learning and co-creation of government policies and programmes placing the citizens' needs and aspirations at the apex. Essentially, citizens' needs were predicated on availability, access, quality, value and reliability.

Participants noted that vision, actionable strategy, capabilities, incentives, resources and urgency as the winning formula for effective public sector transformation.

Segment 3: Singapore City, Singapore

Theme: Building Wise, Prosperous and Unified Nations

Segment 3 of the SNFAP was delivered by the Chandler Governance Group faculty. Over the 5 days, the 23 public sector leaders would undertake a transformational learning journey in Singapore led by expert facilitators on practical topics including HRM in the Singapore public sector, building a competitive economy, promoting national unity in cultures of diversity, building a culture of integrity.

To further enhance the practical learning, participants embarked on a learning journey to various landmarks including the acclaimed Changi Airport, the National Museum and the heartlands of Singapore specifically to Bishan, Bedok, Tampines and Toa Payoh where participants further experienced government operations at the local level.



Group photo at the opening ceremony

Developmentally, many African aspire to emulate the success of Singapore. As a Nation, Singapore exemplifies the harmonious balance between governance, service delivery and sustainable development as it stands at an enviable GDP of US\$604 billion and ranking 1st in the 2026 Chandler Good Government Index. The overall success of Singapore is largely attributed to good governance, strategic foresight in government planning, a focus on ICT and digital technology as well as continuous training and capacity building of public sector leaders.

Principle of subsidiarity was underscored from the central business district to the heartlands, there was a distinct consistency in service delivery from the past services to the recreational facilities, the government had instituted a comprehensive strategy that catered to the citizens at all stages of life. Ultimately, building a responsive public sector as exemplified, required continuous public participation, review and improvement of systems and processes, checks and balances grounded on legal frameworks and the utilization of digital technologies to support service delivery.

Having successfully completed the programme requirements for the Strong Nations for Africa Programme, the 2026 cohort were awarded the Certificate of completion and handed over the weighty responsibility of translating the lessons learned from the programme to tangible actions.



Study tour to the National Museum



Group photo of closing ceremony



Study tour to the National Museum

The United Nations Public Service Day (UNPSD) is celebrated annually on 23rd June; to commemorate it, the United Nations hosts the Public Service Forum (UNPSF), a flagship global platform dedicated to strengthening the capacity of public institutions. The 2026 UNPSF was held in Tbilisi, Georgia from 23rd to 25th June 2026 under the auspices of the United Nations Department of Economic and Social Affairs (UN DESA), through its Division for Public Institutions and Digital Government (DPIDG) and its Project Office on Governance (UNPOG) in collaboration with the Ministry of Justice of the Government of Georgia.

The Forum served as a convening space for government officials and ministers, public administration professionals and reformers, civil society and academia experts, and representatives from international and regional organizations to engage in comprehensive policy dialogue and make joint actions to advance the Sustainable Development Goals (SDGs). AAPAM representatives attended the 3-day forum under the salient theme: Transforming Public Institutions: Advancing Innovation, Accountability, Participation and Inclusion.

In his opening remarks, H.E. the Prime Minister Irakli Kobakhidze, underscored the critical importance of the UNPSF as a lever for strengthening public sector performance. By hosting the 2026 forum, Georgia was honoured to share their experiences in public sector reforms aimed at strengthening accessibility of public services. Notable strategies employed by the government of Georgia include a zero-bureaucracy policy advocating for the elimination of bottlenecks and siloes. The rigorous adoption of new technologies and digital services acted a lever to promote collaboration across ministries with 400 services rendered remotely. With a multifaceted approach predicated on strengthening institutional capacity, optimization of reforms and international collaboration, their outcomes, whether in the form of public goods or services, have contributed to building trust and legitimacy. Drawing from the theme, the forum sought to reboot governance guided by the CEPA blueprint for institutional transformation. The principles, underpinned by effectiveness, accountability and inclusivity, emphasise the importance of citizen-centric governance as the panacea for addressing declining public trust.

Workshop 1: Advancing Inclusive Public Administration through Digital Inclusion and Participatory Governance

The workshop explored innovative practices, including UNPSA-recognized initiatives, to advance digital inclusion, accessible services, and the participation of diverse and often underrepresented groups, including rural populations, women, youth and persons with disabilities. From the notable speakers, inclusive governance was phrased as a moral imperative and a practical requirement for effective public administration which required public sector leaders to listen, engage, respond and allow all citizens to contribute towards policies that impact them. Inevitably, effective governance is only possible when policies, services, and institutions are designed with people, not merely for people.

In exploring the levers for advancing inclusive governance, digital advancement and literacy was firmly regarded as a core state function. The forum highlighted that while digital transformation and artificial intelligence offered tremendous opportunities, it could also deepen inequalities. While the adoption of digital technology is paramount, it remains necessary to have analogue processes running concurrently with digital processes to ensure inclusivity and deliver real public value.

It therefore remained incumbent for public sector leaders to advance AI governance focusing on transparency, human oversight, accountability, and mechanisms for redress. Ultimately, the successful adoption of emerging technologies depends not only on technological capability but also on strong political leadership, capable institutions, and sustained public trust.

From the country experiences it was notable that decentralization/-devolution based on the principle of subsidiarity, can significantly improve service delivery when accompanied by adequate resources, institutional capacity and effective coordination across levels of government. While many citizens live at the local level, government services remained limited further encouraging rural-urban migration. Viable strategies to reduce inequalities between territories identified included strong vertical coordination, as well as the investment in local digital public infrastructure.

The youth demographic still represents a vast majority of the World's population, especially in the African continent with an estimate of 60% of the population. It therefore remains critical to include the youth in at the design stage of public policy to ensure applicability of policies. Furthermore, for meaningful participation the youth should be empowerment through rigorous civic education as well as access to information.

Ultimately, inclusivity makes participation possible, and participation completes the goal of inclusivity. Participation in political and public affairs is recognized by the UN Human Rights Council in Article 21, as well as the Universal Declaration of Human Rights and Article 25 of the International Covenant on Civil and Political Rights, as a human right noting the process of participation is a lever for democracy, the rule of law, social inclusion and economic development.

Similarly, OECD policy paper No. 27 defines inclusivity in terms of processes and outcomes arguing that inclusive governance processes, translate to inclusive development. The paper further asserts that states and societies with more open and inclusive institutions, both political and economic tend to be wealthier and better governed across a range of dimensions.

Public trust was highlighted as equally integral for effective administration. According to the Sustainable Development Goals report 2025, out of the governance indicators, public service delivery was largely seen to shape citizen's trust in government. Globally, administrative services receive the highest satisfaction rating at 64%, from sample sizes representing SSA, North Africa and Western Asia, Central and Southern Asia, Eastern and South-Eastern Asia, Latin America and the Caribbean, Europe and North America.

In an increasingly VUCAD environment, anticipatory governance provided a viable framework. In essence, anticipatory governance combines collaborative and participatory processes and systems for exploring strategy development by harnessing the collective intelligence and wisdom of collaborating organizations and citizens, to deal with strategic risks and leverage emerging opportunities for meeting development goals. With anticipatory governance governments:

1. Anticipate crises – Digital tools have provided innovative ways for governments to predict with lower error margins, simulate scientific experiments and develop a robust early warning system.
2. Build resilience – Prediction alone is insufficient – governments, companies and local organizations need the capacity to absorb and rebound from shocks



UNPSA Award winners 2026

To crown forum, the 2026 UN Public Service Awards honoured 12 initiatives for accelerating progress on the Sustainable Development Goals in 4 categories:

1. Delivering inclusive and equitable services to leave no one behind:

- Inclusive and Equal Social Security Services for All, The State Social Protection Fund, **Azerbaijan**
- Holistic Framework for Disability-Inclusive Governance ("Kaling yakap"), City Government of Carmona, **Philippines**
- Early childhood education for stateless, undocumented, and ethnic minority children, Pang Mu Subdistrict Administrative Organization, **Thailand**
- Creation of civil documentation for incarcerated individuals ("Identifiquese"), Secretariat of Justice of the State of Espírito Santo, **Brazil**

- Multiplatform Application for Geohazard Mitigation and Assessment ("MAGMA"), Center for Volcanology and Geological Hazard Mitigation, Ministry of Energy and Mineral Resources, **Indonesia**

2. Gender-responsive public services

- A Cultural Approach in Improving the Economy of Coastal Women ("Berdaya Srikandi"), Agriculture, Marine, and Fisheries Office of Parepare City, **Indonesia**

3. Transparent and accountable public institutions to achieve the SDGs

- Verify.gov.kh, Ministry of Post and Telecommunications, **Cambodia**
- Preventive and Reactive Alert System, General Directorate of Public Procurement, **Dominican Republic**
- National Data Bank & Estishraf, Saudi Data & AI Authority, **Saudi Arabia**
- Village Financial System ("SISKEUDES"), Financial and Development Supervisory Agency, **Indonesia**

4. Participation and public engagement for inclusive decision-making

- Fishing Agreements: Participatory Management of Territories in the Pará Amazon, Pará State Secretariat for the Environment, Climate and Sustainability, **Brazil**
- Map4All: Inclusive Mapping for a Sustainable Future, Highland Research and Development Institute, **Thailand**

Championing Citizen-Centric Governance: Kenya Marks Africa Public Service Day 2026

—Clifford Ogutu, Programme Officer



Kenya joined other African countries on 22–23 June 2026 in commemorating Africa Public Service Day (APSD) 2026 at the iconic Kenyatta International Convention Centre (KICC) in Nairobi. The celebrations were held under the continental theme, "Enhancing Public Sector Institutions and Empowering Multi-Stakeholder Partnerships to Achieve Universal Water Availability and Safe Sanitation by 2063," a timely call to action anchored on the African Union's Agenda 2063: The Africa We Want.

The theme underscored the vital role of capable, accountable, and citizen-centred public institutions in achieving universal access to clean water and safe sanitation through effective governance, innovation, and multi-stakeholder partnerships. It also reaffirmed that sustainable water and sanitation services are fundamental to public health, environmental sustainability, economic growth, and social development. Achieving these ambitions requires not only infrastructure investment but also strong institutions, sound policies,

Africa Public Service Day continues to serve as an important continental platform for recognizing the contribution of public servants, celebrating excellence in governance, promoting innovation, and facilitating the exchange of best practices that strengthen public administration across Africa.



Dr. Jane Kere Imbunya, the Principal Secretary for Public Service and Hon. Geoffrey Ruku Cabinet Secretary for Public Service, Human Capital Development and Special Programmes participate in a dance by the Kenya School of Government choir.

The national celebrations were presided over by the Hon. Geoffrey Ruku Cabinet Secretary for Public Service, Human Capital Development and Special Programmes, alongside Dr. Jane Kere Imbunya, the Principal Secretary for Public Service. The two-day symposium brought together senior government officials, public sector leaders, development partners, civil society organizations, academia, and citizens to deliberate on strengthening public institutions and enhancing service delivery, technological innovation, and collaborative partnerships among governments, development partners, civil society, academia, local communities, and the private sector.

Advancing Agenda 2063 Through Strong Public Institutions

Discussions throughout the symposium emphasized that resilient public institutions are central to achieving the aspirations of Agenda 2063. Participants highlighted the importance of collaborative governance in addressing growing challenges such as climate change, rapid urbanization, population growth, and environmental degradation while ensuring equitable access to essential services.

Several institutions showcased practical innovations that are already transforming public service delivery, including:

- Deployment of solar-powered water systems to improve reliable water supply in rural communities.
- Integration of digital payment platforms, including M-Pesa, to enhance billing efficiency, accountability, and revenue collection.
- Adoption of smart data management systems that use real-time analytics to monitor water resources, detect leakages, and support evidence-based planning.

These innovations demonstrated Kenya's commitment to leveraging technology and sustainable solutions to improve service delivery while safeguarding critical natural resources.

Building a Future-Ready Public Service

A key focus of the symposium was the transformation of the public service through investment in human capital and institutional capacity. Principal Secretary Dr. Jane Kere Imbunya emphasized that continuous learning and skills development remain essential for creating an agile, ethical, and citizen-focused public service.

She highlighted ongoing reforms at the Kenya School of Government, where training programmes are being redesigned to strengthen competencies in digital governance, innovation, strategic leadership, agile project management, and citizen-centred service delivery. These reforms aim to prepare public officers to respond effectively to emerging governance challenges and the evolving expectations of citizens.

Showcasing Excellence in Public Service

The exhibition segment of APSD 2026 provided ministries, departments, and agencies with an opportunity to showcase innovations that are improving public service delivery across Kenya. Exhibits highlighted achievements in water and sanitation, environmental sustainability, healthcare, education, digital transformation, public finance management, and citizen engagement, reflecting the government's continued commitment to modernizing public administration.



(Photo courtesy of NYS Kenya) Dr. Jane Kere Imbunya (PhD) Principal Secretary State Department for Public Service & Human Capital Development giving a certificate to National Youth Service

Africa Public Service Day 2026 Award Winners

- Excellence in Digital Innovation Award: Matili Technical Training Institute
- WASH Partnership Model for Multi-Stakeholder Collaboration Award: Rift Valley National Polytechnic
- Community-Led WASH Initiative for Adaptability and Climate Resilience Award: Baringo National Polytechnic
- Best Performing Public Institution in WASH Service Delivery Award: Kaimosi Friends University
- Best Pavilion Showcase Award: National Youth Service

AAPAM's Perspective

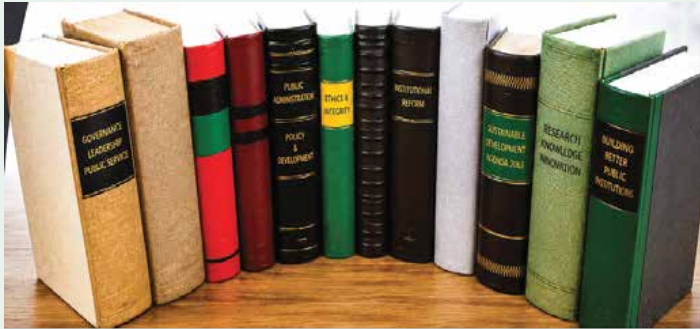
As Africa's premier institution dedicated to advancing excellence in public administration and management, the African Association for Public Administration and Management (AAPAM) recognizes Africa Public Service Day as an important platform for promoting innovation, strengthening governance, and facilitating knowledge exchange across the continent.

The 2026 theme closely aligns with AAPAM's mission of building capable, ethical, responsive, and citizen-centred public institutions that can effectively address Africa's development challenges through innovation, strategic leadership, and collaboration. It also reinforces the critical role of partnerships in accelerating the implementation of Agenda 2063 and the Sustainable Development Goals (SDGs).

By fostering dialogue, sharing best practices, and recognizing excellence in public administration, APSD continues to inspire reforms that strengthen institutional resilience and improve service delivery for citizens across Africa.

As the 2026 Africa Public Service Day celebrations concluded, Kenya reaffirmed its commitment to building a public service that is innovative, accountable, transparent, and responsive to the needs of its citizens. The discussions and innovations showcased during the symposium demonstrated that strong institutions, empowered public servants, and effective partnerships remain the foundation for delivering sustainable, citizen-centred services and realizing the aspirations of Agenda 2063.

Knowledge is one of the most valuable assets in building effective, ethical, and resilient public institutions. As Africa continues to navigate increasingly complex governance and development challenges, access to quality knowledge and continuous learning remain essential for strengthening public administration, informing policy, and improving service delivery. Recognizing this imperative, the African Association for Public Administration and Management (AAPAM) has established the AAPAM Resource Centre as a premier repository of knowledge dedicated to supporting public sector transformation across the continent.



<https://www.aapam.org/resourcentre/>

The Resource Centre reflects AAPAM's longstanding commitment to promoting excellence in public administration through research, documentation, knowledge sharing, and professional development. It serves as an invaluable platform for policymakers, public servants, academics, researchers, students, development partners, and governance practitioners seeking authoritative African perspectives on public administration and management. Complementing the digital repository is AAPAM's physical library located at the Secretariat in Runda, Gigiri, Nairobi, which houses an extensive collection of books, journals, conference proceedings, policy documents, and other reference materials available to members and researchers.



Prof Scott, AAPAM Secretary General touring Dr. Jane Kere Imbunya, PhD, AAPAM Vice President (Headquarters), in the AAPAM Physical Library during her visit to the AAPAM Secretariat in Runda, Gigiri, Nairobi.

AAPAM NEWSLETTERS



The AAPAM Newsletter is one of the Association's flagship publications, providing regular updates on AAPAM's programmes, conferences, partnerships, capacity-building initiatives, institutional developments, and governance activities across Africa. Beyond organizational news, the newsletter features thought-provoking articles on emerging governance issues, public sector innovations, leadership, digital transformation, and best practices from across the continent. It serves as an important platform for sharing experiences, documenting institutional achievements, and fostering collaboration among governments, public institutions, development partners, and the wider governance community.

African Journal of Public Administration and Management (AJPAM)



The African Journal of Public Administration and Management (AJPAM) is AAPAM's flagship peer-reviewed academic journal and one of Africa's leading scholarly publications in public administration and governance. The journal provides a platform for academics, researchers, policymakers, and practitioners to publish original research that advances knowledge on public administration, leadership, governance, public policy, institutional reform, ethics, digital transformation, and sustainable development. By promoting evidence-based research and African scholarship, AJPAM contributes significantly to policy discourse while supporting informed decision-making and innovation across public institutions on the continent.

AAPAM Books



AAPAM has published an extensive collection of books covering contemporary issues in governance and public administration. These publications bring together the expertise of leading scholars, practitioners, and policymakers from across Africa to address topics such as public sector reform, ethical leadership, performance management, innovation, decentralization, digital governance, sustainable development, and institutional capacity building. The books provide practical insights and comparative experiences that support governments, universities, training institutions, and development practitioners in strengthening governance systems and improving public service delivery.

Complementing these publications is the AAPAM Book Review Series, an initiative that promotes a culture of reading, research, and intellectual engagement. The Book Review provides an interactive platform where authors, scholars, policy-makers, and public servants discuss newly published books, exchange ideas, and explore practical lessons that can strengthen governance and public administration across Africa. By encouraging dialogue around contemporary governance literature, the initiative contributes to continuous professional learning and evidence-informed policymaking.

Research Papers and Conference Articles

The Resource Centre also hosts a rich collection of research papers, conference proceedings, journal articles, technical papers, and policy publications generated through AAPAM's Annual Roundtable Conferences, research seminars, leadership programmes, and collaborative initiatives. These publications document African experiences, innovative practices, policy analyses, and emerging trends in governance and public management. They provide valuable reference materials for governments, researchers, universities, and development partners while promoting evidence-based policymaking and facilitating knowledge exchange across the continent Africa. Together, we can continue building a vibrant community of practice that promotes innovation, professional excellence,



45TH AAPAM ROUNDTABLE CONFERENCE: FROM AMBITION TO IMPACT,

By Linda Juma- Administrative Officer AAPAM



The African Association for Public Administration and Management (AAPAM), in partnership with the Government of the Kingdom of Lesotho, is proud to announce the 45th Annual AAPAM Roundtable Conference, which will be held in Maseru, Kingdom of Lesotho, from 8th to 11th December 2026. As AAPAM's flagship continental event, the Roundtable Conference continues to provide Africa's foremost platform for dialogue, knowledge exchange, innovation, and collaboration in public administration and governance.

This year's conference is convened under the timely and forward-looking theme: "From Ambition to Impact: Reimagining Public Administration for the Realization of Agenda 2063 and the SDGs towards the Africa We Want." The theme reflects Africa's growing determination to move beyond policy aspirations and focus on practical, measurable, and sustainable results that improve the lives of citizens across the continent.

The conference comes at a pivotal moment for African governments and institutions. While Agenda 2063 and the Sustainable Development Goals provide a compelling vision for Africa's future, many countries continue to face challenges related to implementation, institutional effectiveness, fiscal pressures, digital transformation, climate resilience, and citizen trust. The 45th Roundtable Conference will therefore serve as a high-level forum for identifying innovative solutions, sharing best practices, and building partnerships that can accelerate the realization of Africa's development aspirations.

The conference programme will bring together ministers, heads of public service, senior government officials, development partners, academics, researchers, civil society leaders, private sector representatives, innovators, youth leaders, and public administration practitioners from across Africa and beyond. Through plenary sessions, expert panel discussions, technical presentations, exhibitions, networking forums, and specialized breakaway sessions, delegates will engage in meaningful discussions on the future of governance and public sector transformation.

The conference programme will bring together ministers, heads of public service, senior government officials, development partners, academics, researchers, civil society leaders, private sector representatives, innovators, youth leaders, and public administration practitioners from across Africa and beyond.

Discussions will focus on key areas including modernization of public service delivery, strengthening institutional integrity and accountability, youth participation and innovation, localization of the Sustainable Development Goals, innovative financing for development, and rebuilding citizen trust in government institutions. These conversations are expected to generate practical recommendations and actionable frameworks that can support governments in translating policy commitments into tangible development outcomes.

A major highlight of the conference will be the AAPAM Innovation Management Awards, which recognize and celebrate outstanding innovations and best practices in public service delivery across Africa. The awards continue to showcase home-grown solutions that are transforming governance and improving service delivery while inspiring replication and scaling across the continent.

Beyond the rich professional programme, delegates will also have the opportunity to experience the unique culture, heritage, and hospitality of the Kingdom of Lesotho, popularly known as the "Kingdom in the Sky." The host country offers a distinctive environment for networking, learning, and building lasting partnerships among governance and development professionals.

AAPAM warmly invites governments, public institutions, development partners, universities, research institutions, civil society organizations, and private sector stakeholders to participate in this landmark gathering. The conference offers an unparalleled opportunity to contribute to shaping the future of African public administration while strengthening continental cooperation and knowledge sharing and good governance for the sustainable development of the continent.

Prospective delegates are encouraged to register early and regularly visit the conference portal for updates on registration, participation, accommodation and the full conference programme. Additional information is available through the official conference website at www.aapam.org/45th-rtc/.

Join us in Maseru this December as Africa's public sector leaders, practitioners, and partners come together to transform ambition into impact and advance the realization of Agenda 2063, the Sustainable Development Goals, and the Africa We Want.

PUBLIC POLICY FOR DEVELOPMENT IN AFRICA,

- By Sofia Nandika Ahuja

PUBLIC POLICY FOR DEVELOPMENT IN AFRICA



Across the African continent, the difference between countries that thrive and those that stagnate often comes down to one thing: the quality of their public policy. Roads get built or fall into disrepair, health systems save lives or fail them, and economies grow or stall — not by accident, but as the outcome of decisions made, or avoided, in ministries, parliaments, and local government offices. As Africa's population grows younger, more urban, and more connected, the pressure on governments to design and deliver policies that actually work has never been greater. This article takes a brief look at the theory behind policymaking and, more importantly, at what it takes to translate policy into real development on the ground.

A Word on Theory

Public policy is, at its simplest, what governments choose to do — or not do — about a problem. The classic policy cycle offers a useful lens: problems are identified and placed on the agenda, options are formulated, a decision is made, the policy is implemented, and finally it is evaluated, feeding lessons back into the next cycle. In practice, this cycle rarely moves in a straight line. Politics, competing interests, limited information, and resource constraints all shape which problems get attention and which solutions survive contact with reality. For African states in particular, policymaking also has to reckon with pluralistic societies, historical legacies of centralized administration, and the demands of rapid demographic and economic change. Good policy theory reminds us that policymaking is not a purely technical exercise; it is also deeply political and institutional.

From Theory to Practice

It is in implementation that the promise of policy is either fulfilled or lost, and four areas deserve particular attention.

Budget planning is where policy priorities become real. A national development plan means little if it is not matched by a budget that allocates resources accordingly. Sound budget planning requires realistic revenue projections, clear linkages between policy objectives and spending lines, and enough flexibility to respond to shocks — as many African governments learned during recent economic and health crises. Management of public expenditure follows naturally from planning. Even a well-planned budget can fail at the execution stage, where weak procurement systems and poor expenditure tracking erode value for money.

Effective public expenditure management requires robust financial controls, timely reporting, and administrative systems capable of executing budgets as planned rather than as approved on paper. This is where public administration quality becomes decisive: an efficient civil service turns allocated resources into roads, clinics, and classrooms, while a weak one lets funds stall in bureaucratic bottlenecks or leakages.

Assessment of bureaucracy asks a simple but important question: does the machinery of government have the capacity to deliver? Civil services across the continent vary widely in skill levels, staffing, and morale. Regular, honest assessment of bureaucratic performance — rather than assuming that structures on paper automatically translate into services on the ground — helps identify where reform is most urgently needed, whether through training, restructuring, or better incentives.

Transparency and accountability enhancement ties the other three together. Open budgets, accessible public information, functioning audit institutions, and active citizen oversight all reduce the space for corruption and mismanagement. Encouragingly, a growing number of African countries are experimenting with digital platforms for public participation, e-procurement systems, and independent audit bodies, tools that make it harder for public resources to disappear unnoticed and easier for citizens to hold leaders to account.

Leadership and Capacity Building: The Human Factor

Ultimately, systems and frameworks are only as effective as the people entrusted to run them. Strong, ethical leadership within the public service sets the tone for institutional culture, shapes decision-making under pressure, and builds resilience in the face of political or fiscal shocks. This is precisely the space that organizations like AAPAM have occupied for over five decades: strengthening the administrative and managerial capacities of public servants across the continent through training, research, and platforms that give young professionals a direct stake in governance reform. As Africa navigates competing pressures such as climate adaptation, debt sustainability, industrialization, investment in leadership development and civil service capacity building may well be the single most underrated lever for turning policy promises into real development outcomes.

Public policy for development in Africa is, in the end, a story about people as much as it is about processes. Getting the theory right matters, but it is leadership, institutional capacity, and a genuine commitment to transparency that will determine whether Africa's policies translate into the development its citizens deserve.

AFRICAN ASSOCIATION FOR
PUBLIC ADMINISTRATION AND
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African Association for Public Administration and Management (AAPAM) 2027 Calendar of Programmes

Programme	Date	Venue/ Country	Partnering Institution	Target Group
World Government Summit programme	1 st -3 rd February	Dubai, United Arab Emirates	World Government Summit	Invited participants
44 th Conference of the National Forum for Black Public Administrators (NFBPA)	TBA	USA	National Forum for Black Public Administrators (NFBPA)	Invited participants
Innovations webinar	22 nd March	Online	TBA	All
Public Lecture/ Research forum	30 th April	TBA	TBA	All
11 th Edition Research Seminar	TBA	South Africa	DPSA	All
Strong Nations for Africa Programme	TBA	Africa Online Singapore	Chandler of Governance Group (CGG)	Selected Participants
Africa Public Service Day	21 st - 23 rd June	National	AU	All
UN Public Service Day	June	TBA		Invited Participants
Research Webinar	August	Webinar		All
Leadership Seminar	21 st – 24 th September	Kenya School of Government Mombasa, Kenya	KSG	All
46 th Roundtable Conference	December	TBA	TBA	All

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