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**AIDE MEMOIRE**

**9TH ANNUAL CONFERENCE OF THE AFRICAN PUBLIC SECTOR HUMAN RESOURCE MANAGERS’ NETWORK (APS-HRMNET)**

**THEME:**

**RESILIENT GOVERNANCE AND INNOVATION: FOSTERING A FUTURE-ORIENTED PUBLIC SECTOR THROUGH HR LEADERSHIP**

**VENUE: ARUSHA INTERNATIONAL CONVENTION CENTER (AICC) FROM 4TH- 7TH NOVEMBER 2024 IN ARUSHA, TANZANIA**

# 1.0 INTRODUCTION

Governments worldwide require capable human resources with requisite capabilities to achieve their development agendas. Promoting effectiveness and efficiency in service delivery is essential for achieving strategic development goals and commitments at global, regional, and national levels. The African Public Sector Human Resource Managers’ Network (APS-HRMnet) was established with the understanding that translating local, national, regional, and global development strategies into tangible results must be entrusted to capable human resources. APS-HRMnet aims to professionalize human resource management in the Public Service, ensuring effective and efficient service delivery to citizens.

In today's rapidly changing world, public sector institutions must adapt to emerging challenges and opportunities through resilient governance and innovative practices. The Theme for this year's conference, "Resilient Governance and Innovation: Fostering a Future-Oriented Public Sector through HR Leadership," highlights the critical role that human resource managers play in driving these transformations. By equipping HR professionals with advanced skills, ethical standards, and innovative tools, APS-HRMnet seeks to foster a proactive and future-oriented public service capable of meeting the demands of the 21st century.

The Network operates through three institutional organs:

* **The Members’ Assembly:** Comprising all registered members, this assembly is the highest decision-making body of APS-HRMnet. It provides a platform for members to share insights, experiences, and best practices, shaping the strategic direction of the network.
* **The Executive Council:** This body is responsible for the execution of the network’s strategic plans and policies. It oversees the implementation of decisions made by the Members’ Assembly, ensuring that the Network's objectives are met effectively.
* **The Secretariat:** Serving as the administrative backbone of APS-HRMnet, the Secretariat manages day-to-day operations, coordinates activities, and facilitates communication among members and between the network’s organs.

APS-HRMnet's commitment to enhancing the capacity of HR professionals in the Public Sector is reflected in its continuous efforts to provide high-quality training, foster information exchange, and propagate the Africa Charter on Values of Public Service and Administration. By promoting the use of information and communication technologies in HR management, the network aims to modernize public service delivery and enhance organizational performance across Africa.

The 9th Annual Conference will bring together HR managers, policymakers, academics, and practitioners from across the continent to engage in meaningful discussions and collaborative efforts. Through this conference, APS-HRMnet strives to build a resilient and innovative public sector that can effectively respond to the evolving needs of citizens and drive sustainable development. Accordingly, the Conference of APS-HRMnet is an important event that aligns with the Network's mission to professionalize human resource management in the Public Service. It is an opportunity to reinforce the importance of resilient governance and innovation, ensuring that Africa's public sector remains future-oriented and capable of achieving its development goals.

# 2. RESILIENT GOVERNANCE AND INNOVATION: FOSTERING A FUTURE-ORIENTED PUBLIC SECTOR THROUGH HR LEADERSHIP

Resilient governance and innovation in the Public Sector are increasingly recognized as essential for addressing complex societal challenges and fostering a future-oriented public administration. The role of human resource (HR) leadership in this context is pivotal, as it involves cultivating an environment that not only tolerates but also encourages innovation and adaptability (AlMunthiri et al., 2024; Reina & Scarozza, 2021). In addition to creating an environment that fosters innovation and adaptability, HR leadership also plays a critical role in providing employees with the necessary resources and support to drive meaningful change within the organization. By investing in employee training and development, HR leaders can empower employees to take risks and experiment with new ideas, leading to a more agile and innovative workforce. Furthermore, by promoting a culture of open communication and collaboration, HR leaders ~~can~~ are best suited to facilitate the sharing of knowledge and ideas, creating a dynamic and inclusive work environment that supports continuous learning and growth.

On the other hand, some may argue that a culture of open communication and collaboration can be a double-edged sword, potentially leading to the sharing of sensitive information or the spread of misinformation. It is important for HR leaders to strike a balance between promoting collaboration and protecting the privacy and security of their employees (Rakšnys et al., 2020; Sørensen, 2012). The literature suggests that HR practices can significantly influence the innovative behavior of public sector employees. For instance, innovation-based HR practices, such as recruitment, reward, and training, have been shown to promote employees' propensity to take risks, which is a precursor to innovative behavior (AlMunthiri et al., 2024). Moreover, the perception of workplace innovation and organizational culture varies among public sector employees, indicating that HR leadership must account for demographic and employment characteristics when fostering innovation (Moussa et al., 2022). This is supported by the notion that the quality of human resources is strongly correlated with government performance and national development (Bertucci, 2006). However, there are contradictions and challenges in this area. While HR management is tasked with promoting democracy, transparency, meritocracy, and performance, the Public Sector's distinctive characteristics make this complex (Reina & Scarozza, 2021). Additionally, the emergence of collaborative innovation calls for a transformation in traditional roles and the adoption of networking, promotion of creativity, and resource unification (Bertucci, 2006). Furthermore, the interplay between governance strategies and innovation capacity suggests that HR leadership should integrate governance and New Public Management strategies to enhance innovation (Sørensen, 2012).

Thus, fostering a future-oriented public sector through HR leadership requires a multifaceted approach. HR leaders must implement innovation-based practices, consider the diverse characteristics of their workforce, and embrace collaborative innovation principles. Just as a gardener must consider the unique characteristics of various plants to create a thriving garden, HR leaders must take into account the diverse attributes of their workforce to foster a culture of innovation. They should also recognize the interdependence of governance strategies and innovation capacity. For instance, firms that have strong governance strategies in place are better equipped to manage innovation capacity and vice versa. By doing so, HR leadership can contribute to resilient governance and a public sector that is adaptable, innovative, and prepared for future challenges.

# 3. HISTORY OF APS-HRMNET

The APS-HRMnet was endorsed during the 30th Roundtable Conference of the African Association for Public Administration and Management (AAPAM) held in Accra, Ghana, in October 2008. The Conference underscored the need to modernize and professionalize human resource functions in public service organizations. Consequently, APS-HRMnet was launched in Arusha, Tanzania, in February 2009, during a workshop on capacity building for human resource development policy and strategy in the Public Service in Africa. Founding documents were adopted, an Executive Council was elected, and interim leadership was appointed.

The Conference highlighted the need to modernize and professionalize the human resource function in public service organizations, advocating for competent and professional HR practitioners and supportive work environments. Consequently, APS-HRMnet was launched in Arusha, Tanzania, in February 2009 during a workshop on capacity building for human resource development policy and strategy in the Public Service in Africa. The founding documents were adopted, an Executive Council was elected, and interim leadership was appointed.

# 4. JUSTIFICATION FOR THE CONFERENCE

The 9th Annual APS-HRMnet aims to advance the strategic objectives critical to the development and sustainability of human resource management in Africa's public sector. This conference serves as a pivotal platform to address contemporary challenges, share best practices, and foster collaboration among HR professionals across the continent. The following rationale underscores the necessity and anticipated impact of this conference, aligned with APS-HRMnet Strategic Focus:

1. **Development of Professional Capacity, Ethics, and Integrity**

The Conference seeks to contribute significantly to the professional development of human resource managers in the Africa's public sector. This is essential to uphold high standards of ethics and integrity, which contribute to the foundation of an effective public administration. Through a series of workshops, seminars, and keynote speeches, participants will engage in comprehensive training programs designed to enhance their skills, knowledge, and ethical competencies. Furthermore, the propagation of the Africa Charter on Values of Public Service and Administration will be a central theme, ensuring that HR managers are well-versed in the principles that guide ethical behavior and integrity in public service.

1. **Enhancement of Information and Communication Technologies (ICT) Usage**

In the digital age, the integration of information and communication technologies into human resource management is paramount. The Conference will provide a forum for exploring innovative ICT solutions that can streamline HR processes, improve data management, and enhance communication within public sector organizations. By leveraging on ICT, HR managers can significantly improve efficiency and effectiveness in their roles, ultimately leading to better service delivery. Sessions dedicated to ICT advancements will showcase successful case studies and provide hands-on training to participants, equipping them with the tools needed to implement these technologies in their respective institutions.

1. **Uplifting the Positioning and Leadership of HR Managers**

The role of HR managers as organizational experts, advisors, and change agents is critical for capacity development and performance improvement in Africa's public service. This conference aims to elevate the status and influence of HR professionals by providing them with the knowledge and strategies needed to navigate complex organizational dynamics and drive meaningful change. Leadership development sessions will focus on building strategic thinking, enhancing decision-making, and advisory skills, empowering HR managers to take on more prominent and impactful roles within their organizations.

1. **Expanding Network Membership Across Africa**

Increasing the membership base of APS-HRMnet is essential to create a robust and supportive network of HR professionals across Africa. The Conference will serve as a key opportunity to promote APS-HRMnet Mission and attract new individual and corporate members. By bringing together HR managers from various ministries, government departments, public service commissions, and local authorities, the Conference will foster a sense of community and shared purpose.

Membership drives and networking events will be organized to encourage participation and collaboration, thereby strengthening the collective capacity of HR managers across the continent.

1. **Enhancing Financial Sustainability of APS-HRMnet**

Financial sustainability is important for APS-HRMnet to continue its work and achieve its strategic goals. The Conference will address the importance of increasing the financial resource envelope of the network, exploring various funding mechanisms, partnerships, and revenue-generating activities. Discussions will focus on building a self-reliant and self-sustaining financial model that can support APS-HRMnet operations and initiatives. By securing diverse and stable funding sources, APS-HRMnet can ensure its long-term viability and effectiveness in serving the needs of HR professionals in Africa.

The 9th Annual Conference of APS-HRMnet is a strategic endeavor to enhance the professional capacity, ethical standards, and leadership capabilities of human resource managers in Africa's public sector. By focusing on the integration of ICT, expanding membership, and ensuring financial sustainability, the conference will lay the groundwork for a more effective and resilient public service. Through this gathering, APS-HRMnet aims to empower HR managers to become key drivers of organizational excellence and public sector reform across the continent.

# 3.0 MAJOR THEMES AND SUB-THEMES FOR THE 2024 CONFERENCE

## **3.1. Resilient Governance Structures**

* **Building Institutional Resilience**: Contributors will identify and discuss how resilient governance structures play a critical role in building institutional resilience by enabling public institutions to withstand crises and disruptions. Governments can implement various strategies to enhance the resilience of their institutions, such as investing in technology and infrastructure, promoting collaboration and coordination among agencies, and developing contingency plans for potential disruptions. By building resilient governance structures, public institutions can better serve their communities and ensure continuity of operations during times of crisis.
* **Policy Frameworks for Resilience**: Contributors will examine policies and frameworks that support resilient governance and how it is important for governments and organizations to adopt and implement policies and frameworks that promote resilience in the face of any challenges or disruptions. This includes ensuring that emergency preparedness plans are in place, that resources are allocated effectively, and that communication channels are open and transparent. Additionally, incorporating community engagement and participation in the planning and implementation of these policies can help build trust and ensure that the needs and perspectives of all stakeholders are taken into account. By prioritizing resilience, we can better prepare for and respond to unexpected events, and ultimately build more sustainable and robust communities.
* **Leadership in Crisis Management**: Contributors will explore the role of HR leaders in guiding public institutions through crises. In addition to their traditional responsibilities, the contributors will discuss how HR leaders play a vital role in guiding public institutions through crises. HR managers work closely with senior management and other stakeholders to develop effective crisis management strategies, communicate with employees and the public, and ensure that the organization is able to respond quickly and effectively to any situation.

## **3.2. Innovation in Public Sector HR Management**

* **Technological Advancements in HR**: Contributors will discuss how to leverage technology to improve HR processes and service delivery. The Public Sector can greatly benefit from leveraging technology to improve HR processes and service delivery. Innovations in HR management can help agencies reduce costs, increase efficiency, and improve the quality of services provided to citizens. For example, using automation to streamline recruitment and onboarding processes, implementing data analytics to identify patterns and improve decision-making, and providing employees with digital tools to enhance collaboration and communication can all contribute to a more effective and efficient HR organization. Additionally, the use of cloud-based systems can provide greater flexibility and scalability, allowing agencies to better respond to changing needs and support remote work. By embracing technological advancements, HR leaders in the public sector can drive innovation and improve the overall performance of their organizations.
* **Innovative HR Practices**: Contributors will discuss identify case studies of innovative HR practices that have transformed public service delivery. The case studies of innovative HR practices should showcase the transformative impact they have on public service delivery, highlighting the potential for continuous improvement and growth. The case studies of innovative HR practices should also serve as a testament to their ability to drive positive change in public service delivery, demonstrating the potential for ongoing enhancement and expansion.
* **Digital Transformation**: Contributors will discuss the impact of digital transformation on HR functions and public sector efficiency. Digital transformation has had a significant impact on the way HR functions operate within the Public Sector. As technology continues to evolve, it is becoming increasingly important for HR departments to adapt and embrace new digital tools and processes to remain efficient and effective. By leveraging digital technologies, HR professionals can streamline administrative tasks, enhance employee engagement and satisfaction, and drive innovation throughout the organization. However, the contributors should note that digital transformation is not without its challenges. Resistance to change and concerns about job displacement are common issues that must be addressed in order to ensure a successful transition to a more digitally driven HR approach. It is therefore important for the contributors to carefully consider the benefits and drawbacks of digital transformation and develop a strategic plan for implementation that takes into account the unique needs and goals of HR managers and their organizations.

## **3.3. Strategic HR Management for Future Challenges**

* **Future-Ready HR Strategies**: Contributors will discuss how to develop HR strategies that anticipate and prepare for future challenges. To be future-ready, HR strategies must take into account emerging trends, technologies, and demographic shifts, as well as the evolving needs and expectations of employees.

These strategies should also focus on building a culture of innovation, agility, and resilience within the organization, so that it can adapt to the rapidly changing business environment and continue to thrive in the long term. Furthermore, such strategies should also emphasize the importance of continuous learning and the development of new skills. By investing in the professional growth of their employees, organizations can foster a workforce that is better equipped to navigate the challenges of an ever-evolving market and embrace the opportunities that come with it. As a result, this investment in employee development will not only help the organization to remain competitive but also contribute to its overall success and sustainability in the long run.

* **Talent Management and Development**: Contributors will identify and discuss best practices in talent acquisition, retention, and development and how this can be used to build a capable workforce. They should note that organizations can implement best practices in talent management and development by focusing on the following key areas: effective recruitment strategies, ongoing employee training and development programs, performance management systems, and employee engagement initiatives. These practices help organizations to attract, retain, and develop top talent, which is essential for building a capable workforce that can drive organizational success. By investing in talent management and development, organizations can ensure that they have the right people with the right skills in the right roles, which is crucial for achieving their goals and maintaining a competitive advantage in the marketplace. Additionally, talent management and development can also help organizations to foster a culture of continuous learning and growth, which can lead to increased employee satisfaction, improved productivity, and enhanced organizational performance.
* **Succession Planning**: Contributors will discuss how to maintain continuity and leadership development within public institutions. To achieve effective succession planning, public institutions must prioritize the development of a strong leadership pipeline and establish clear processes for identifying and preparing potential successors. This includes creating opportunities for mentorship, training, and professional development, as well as fostering a culture that values leadership and encourages employee engagement and retention. By investing in their employees and providing them with the tools and resources needed to succeed, public institutions can ensure a smooth transition of leadership and achieve their mission and vision.

## **3.4. Inclusive and Adaptive Public Services**

* **Inclusivity in Public Services**: Contributors will discuss how public services can be inclusive and accessible to all citizens. To achieve inclusivity in public services, it is essential to understand and address the unique needs of diverse communities and individuals, incorporating their perspectives and feedback into service design and delivery. This can involve collaborating with community organizations, conducting accessibility audits, and implementing tailored solutions to bridge service access and quality gaps. Moreover, adaptive public services must be responsive to changing needs and preferences, continuously adapting to provide the most effective and relevant services to all citizens. By creating a culture of inclusivity and adaptability within public service organizations, we can ensure that all individuals have equal access to high-quality services that meet their needs.
* **Adapting to Demographic Changes**: Contributors will discuss how responding to changes in demographics can have impact on public service delivery. In other words, adapting to demographic changes is crucial for effective public service delivery. Demographic changes, such as shifts in population size, age distribution, and ethnic composition, can significantly impact the demand for and delivery of public services. For example, an aging population may require more healthcare services, while a growing youth population may require more education services. Public service providers must adapt to these changes by developing new programs and services that specifically target the needs of different demographic groups. Additionally, providers must also work to ensure that existing services are accessible and responsive to the unique needs of different demographic groups. By doing so, public service providers can more effectively meet the needs of diverse communities, improve service delivery outcomes, and promote greater social and economic equality.
* **Diversity and Equity in HR**: In this discussion, Contributors will discuss how to promote diversity and equity within public sector HR practices. Promoting diversity and equity within the Public Sector is crucial for creating a fair and inclusive work environment that caters to the needs of all employees. This includes implementing fair hiring practices, fostering a culture of inclusion, and providing equal opportunities for growth and development. By prioritizing diversity and equity in HR practices, the Public Sector can more effectively represent the communities it serves and cultivate a fairer workplace for all employees.

## **3.5. Global Developmental Goals and Public Sector HRM**

* **Aligning with Global Goals**: Contributors will discuss how to integrate global developmental goals such as Agenda 2030 and 2063 into HR practices. One way to align HR practices with global developmental goals is to incorporate them into performance management systems and employee training programs. By doing so, organizations can ensure that their HR practices are aligned with the Sustainable Development Goals and contribute to the overall success of these initiatives.
* **Sustainable Development and HR**: Contributors will discuss the role of HR in promoting sustainable development within public institutions. Sustainable development and HR are two interconnected concepts that play a crucial role in promoting sustainable practices within public institutions. On one hand, sustainable development refers to the ability of an organization to meet its needs in a way that preserves the natural environment, supports human well-being, and promotes social and economic equity. On the other hand, HR has a crucial role to play in promoting sustainable development within public institutions by implementing policies and practices that prioritize the well-being of employees, the community, and the environment. HR can also help in creating awareness among employees about the importance of sustainable development and how they can contribute to it. Additionally, HR can also play a role in recruiting and retaining employees who share the organization's commitment to sustainability. By doing so, HR can help in building a culture of sustainability within the organization that can lead to long-term success and positive impact on the environment and society.
* **Public-Private Partnerships**: Contributors will explore the partnerships between public and private sectors and how this can enhance public service delivery. Public-Private Partnerships (PPPs) have become an increasingly popular approach to improving public service delivery. By leveraging the strengths of both the public and private sectors, PPPs have the potential to increase efficiency, innovation, and effectiveness in the delivery of public services. However, the success of PPPs depends on several factors, including the nature of the partnership, the level of government involvement, and the ability to manage risks and allocate resources effectively. Therefore, it is important for policymakers and practitioners to carefully consider the potential benefits and challenges of PPPs and to design partnerships that are tailored to the specific needs and context of the public service in question.

## **3.6. Governance and Service Delivery**

* **Improving Service Delivery**: Contributors will discuss how to innovative approaches can improve public service delivery through effective HR management. One innovative approach to improving public service delivery through effective HR management is by implementing a performance management system that aligns employee goals with organizational objectives, providing regular feedback and recognition, and creating a culture of continuous improvement.
* **Citizen Engagement**: Contributors will identify and discuss strategies for increasing citizen engagement and satisfaction with public services. One effective strategy for increasing citizen engagement and satisfaction with public services is to leverage technology. By providing online platforms for feedback, reporting issues, and accessing information, governments can make it easier for citizens to engage with and participate in the decision-making process. Additionally, implementing transparent and accountable processes can help build trust and confidence in public institutions, further increasing citizen participation and satisfaction.
* **Transparency and Accountability**: Contributors will discuss how to enhance transparency and accountability in public sector HR practices.
* Transparency and accountability are becoming increasingly important in the public sector, as they play a crucial role in ensuring that HR practices are fair, effective, and responsive to the needs of stakeholders. By promoting transparency and accountability, organizations can build trust with employees, the public, and other stakeholders, and can ensure that HR practices are aligned with organizational goals and values. In addition, transparency and accountability can help organizations to identify and address any issues or challenges related to HR practices, and to make data-driven decisions that are based on objective evidence. By embracing transparency and accountability, organizations can enhance the effectiveness of their HR practices, and can contribute to the overall success and sustainability of the organization.

# 4. EXPECTED OUTCOMES

The expected outcomes of the conference are aligned to ensure the development of a resilient and innovative public sector led by capable HR professionals. The expected outcomes are as follows:

1. **Enhanced Professional Capacity and Ethical Standards**
   * **Advanced HR Leadership Skills:** Participants will acquire advanced HR leadership skills through targeted training sessions and workshops, equipping them to lead resilient and innovative public sector organizations.
   * **Promotion of Ethical Governance:** Increased awareness and adherence to the Africa Charter on Values of Public Service and Administration will foster ethical governance practices, reinforcing integrity and transparency in the public sector.
2. **Increased ICT Integration and Innovation in HR Management**
   * **Adoption of Cutting-Edge ICT Solutions:** Participants will be introduced to the latest ICT innovations and tools that enhance HR management efficiency and effectiveness, facilitating a more future-oriented approach.
   * **Digital Transformation Strategies:** Improved understanding and implementation of digital transformation strategies in HR management will enable public sector institutions to be more agile and responsive to changing environments.
3. **Strengthened Leadership and Strategic Positioning of HR Managers**
   * **Future-Oriented Leadership Development:** HR managers will develop skills in future-oriented leadership, enabling them to anticipate and address emerging challenges and opportunities in the public sector.
   * **Strategic Role Enhancement:** Participants will enhance their strategic roles as organizational experts and change agents, contributing to the resilience and adaptability of public sector institutions.
4. **Expanded APS-HRMnet Membership and Enhanced Collaboration**
   * **Broadened Network Reach:** The conference will attract new individual and corporate members from diverse African countries, expanding the network’s reach and fostering a culture of collaboration and innovation.
   * **Strengthened Collaborative Efforts:** Opportunities for enhanced collaboration and knowledge exchange among HR managers will be promoted, leading to the dissemination of innovative practices and solutions across the continent.
5. **Improved Financial Sustainability of APS-HRMnet**
   * **Diverse and Sustainable Funding Sources:** The conference will explore diverse funding mechanisms and partnerships, ensuring APS-HRMnet financial sustainability and ability to support future initiatives.
   * **Revenue-Generating Innovations:** Participants will identify and plan revenue-generating activities and innovations that contribute to the financial resilience of APS-HRMnet, enabling it to conduct its business sustainably.
6. **Policy and Practice Recommendations for Resilient Governance**
   * **Policy Innovation:** The conference will generate recommendations for policy innovations that support resilient governance and future-oriented HR practices in the public sector.
   * **Best Practice Dissemination:** Documentation and dissemination of best practices in resilient governance and HR innovation will provide valuable guidance for HR professionals, fostering a culture of continuous improvement and adaptation.

# EXPECTED PARTICIPANTS

Besides governments and training Institutions, APS-HRMnet values the attendance of partner institutions. This is why at the 9th Annual Conference, the following partners graced the occasion:

a) The United Nations Department of Economic and Social Affairs (UNDESA),

b) Pan African Intergovernmental Organisation (CAFRAD)

c) United Cities and Local Government of Africa (UCLGA)

d) African Association of Public Administration and Management (AAPAM)

e) The African Peer Review Mechanism (APRM)

f) Africa Capacity Building Foundation (ACBF)

# CONFERENCE VENUE AND DATES

The conference will be held from 4th- 7th November 2024 at the Arusha International Convention Centre (AICC) which is located in Arusha, Tanzania

# CONTENT FOR THE CONFERENCE

APS-HRMnet will identify speakers and presenters at the Conference in collaboration with partner institutions. APS-HRMnet invites submissions that align with the 2024 conference theme, ***"Resilient Governance and Innovation: Fostering a Future-Oriented Public Sector Through HR Leadership."*** Contributions from HR practitioners, academics, policymakers, and researchers are encouraged.

Papers should address the major themes and sub-themes outlined above, providing insights, case studies, and practical solutions for building resilient and innovative public sector institutions.

**Submission Guidelines**

* **Abstracts**: Submit an abstract of 250-300 words outlining the paper's objectives, methodology, and key findings.
* **Full Papers**: Full papers should not exceed 6000 words, including references and appendices.
* **Formatting**: Use APA style for citations and references.
* **Deadline**: Abstracts are due by 29th August, 2024 and Draft papers are due by 29th September, 2024.
* **Submission**: Completed papers after peer review – 20th October, 2024.

# WORKING LANGUAGES

The working language shall be ENGLISH, FRENCH, PORTUGUES and ARABIC

# REGISTRATION AND PARTICIPATION FEES

All participants are expected to register online:

<http://www.apshrmnet.org> and pay registration fees at the following rates:

1. Others / International - USD 500
2. Participants from host country – USD 400
3. Annual subscription Fee - USD 100

Participation fees shall be paid at the time of registration and/or at the venue of the conference. However, Delegates are encouraged to pay earlier at least 3 weeks to the conference date) and may pay by bank transfer to the APS-HRMnet Account whose details are given below:

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| --- | --- |
| Bank Name | STANBIC BANK (T ) |
| Bank Branch | Center Branch |
| Sort Code | 006000 |
| Account Name | APS HRMnet |
| Account Number (USD Account) | **9120003251517** |
| Account Number ( TZS Account ) | **91200003251509** |
| Swift Code | SBICTZTX |

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| --- |
| APS-HRMnet A/C USD **9120003251517**  Stanbic Bank  P.O.Box 2483, Dar-es.Salaam, Tanzania  Tel. +255(026) 2963630  Fax: +255(026) 2963629  SWIFT CODE SBICTZTX |

Those paying by bank transfer are expected to show evidence of payment on the conference day. The equivalents of the participation fees in these currencies shall be indicated in a schedule that will be available at the registration desk.

# VISA, HOTEL ACCOMMODATION, AND AIRPORT TRANSFER INFORMATION

Full information shall be posted on the APS-HRMnet, website: [www.apshrmnet.org](http://www.apshrmnet.org)

# CONFERENCE SECRETARIAT

Further information and inquiry on the conference may be directed to:

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# SUMMING UP

The 2024 APS-HRMnet Annual Conference, Arusha, Tanzania aims to foster a deeper understanding of the critical role of HR leadership in driving resilient and innovative governance in the public sector. By addressing the outlined themes and sub-themes, the conference will provide valuable insights and strategies to ensure public institutions are well-prepared to meet future challenges and effectively serve their communities.

**14. REFERENCES**

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