



AIDE MEMOIRE

10TH ANNUAL CONFERENCE OF THE AFRICAN PUBLIC SECTOR HUMAN RESOURCE MANAGERS' NETWORK (APS-HRMNET)

THEME:

**“HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT IN
PUBLIC SERVICE: A CATALYST FOR AFRICA AGENDA 2063”**

**VENUE: FREETOWN INTERNATIONAL CONFERENCE CENTRE
(FICC)BINTUMANI**

FROM 4TH- 6TH NOVEMBER 2025 IN FREETOWN, SIERRA LEONE

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 Africa.

In today's rapidly changing world, public sectors must adapt to emerging challenges and opportunities through resilient governance and innovative practices. The theme for this year's Conference, "**Human Resource Management and Development in Public Service: a Catalyst for Africa Agenda 2063**" 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 10th 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.

2.0. Human Resource Management and Development in Public Service: a Catalyst for Africa Agenda 2063

Human Resource Management (HRM) is an area that has suffered much neglect for over five decades of reforming the public service in the post-colonial Africa. African countries did not recognize the strategic position of the Human Resource Manager in the formulation and implementation of organizational strategies. The role of staff responsible for managing people in work places was confined to routine functions about staff entitlements, pay increments, maintaining discipline and the like. In many African Public Services, the human resource was not treated as a valuable asset but a cost center and Human Resources Managers were, and in many respects continue to be marginalized. This neglect has had disastrous consequences on various public sector reform interventions that African countries have been embarking on

The need to strengthen the HRM function in African countries had been recognized by many fora, including the Seventh Africa Governance Forum (AGF 7) which took place in Ouagadougou (Burkina Faso) at the end of October 2007; and the Roundtable Conference of the Africa Association for Public Administration and Management

(AAPAM) which was held in Accra Ghana from 6th to 10th October 2008. AGF 7 recognized the need for institutional capacity development, complemented by human resource development to be at the center of the process of making States capable of meeting their citizens' developmental aspirations. On the other hand, the AAPAM Conference issued a communiqué calling for competent, knowledgeable, well-motivated, and innovative human resources in the African public service. With the increasing need to modernize and professionalize the human resource function in the public service, Human Resource Managers took the initiative to establish an Africa Public Sector Human Resource Managers' Network (APS-HRM-net) and urged African governments to accord it the required support. Similarly, on 23rd - 27th February 2009 in Arusha Tanzania, delegates attending a training workshop on "Enhancing Professionalization of Human Resource Management in the Public Service in Africa", recommended for the strengthening of HRM function in public service.

Professionalization of human resource management in the Public Service was identified to serve as a catalyst for the success of **Africa Agenda 2063** which is the continent's strategic framework for socio-economic transformation depending heavily on effective **Human Resource Management and Development (HRMD)** in the Public Service. A skilled, motivated, and efficient public workforce is essential for implementing policies, driving development, and achieving the **aspirations** of Agenda 2063 as mentioned below:

I. Building a Capable Public Service

- Recruitment & Retention: Attracting and retaining skilled professionals in government ensures efficient service delivery.
- Capacity Development: Continuous training in leadership, digital skills, and policy implementation aligns with Aspiration 1 (A Prosperous Africa).

II. Promoting Good Governance & Accountability

- Performance Management: Transparent appraisal systems reduce corruption and enhance productivity (Aspiration 3: Good Governance).

- Ethical Leadership: HRMD fosters integrity and professionalism in public institutions

III. Enhancing Innovation & Digital Transformation

- Digital Skills Training: Equipping civil servants with e-governance and AI skills supports Aspiration 7 (Africa as a Global Player).
- Adaptive Workforce: Preparing employees for 4IR (Fourth Industrial Revolution) ensures Africa remains competitive.

IV. Inclusive & Gender-Responsive Workforce

- Gender Mainstreaming: Policies promoting women in leadership align with Aspiration 6 (An Africa Whose Development is People-Driven).
- Youth Employment: Engaging young professionals fosters innovation and sustainability.

V. Regional Integration & Collaboration

- Cross-Border Talent Mobility: Harmonizing HR policies across AU member states supports Aspiration 2 (An Integrated Continent).
- Knowledge Sharing: Best practices in HRMD strengthen pan-African institutions like AfCFTA (African Continental Free Trade Area)

3.0. HISTORY

3.1 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.

3.2 HISTORY OF SIERRA LEONE PUBLIC SECTOR HR MANAGEMENT

Public Sector human resource management in Sierra Leone evolved from a colonial, rules-based personnel system to a modern HRM framework guided by the Human Resource Management Office (HRMO). While significant reforms have been implemented since the civil war, the system faced challenges of politicization, limited capacity, and resource constraints, even as it gradually shifts towards meritocracy, performance management, and professionalization.

In recent years, Sierra Leone has accelerated human resource reforms through the development of a Strategic Roadmap and Public Sector Reform Master Plan (2024–2030), supported by the establishment of the Wages and Compensation Commission and the drafting of the first Public Service Act. Digital innovations such as the HR Hub, biometric payroll systems, and electronic registers continue to modernize recruitment, payroll, and attendance management. At the same time, emphasis is being placed on performance management, capacity building through the transformation of the Civil Service Training College into a Public Service Academy, and compliance with the Gender Equality and Women's Empowerment Act (2023) to strengthen inclusivity. It is in this light that Sierra Leone is taking a regional leadership role by hosting the **Africa Public Sector HR Managers' Network Conference, 2025 (APS-HRMnet)**, positioning itself as a hub for HR professionalization on the continent.

4.0 JUSTIFICATION FOR THE CONFERENCE

The 10th 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's strategic focus:

I. Development of Professional Capacity, Ethics, and Integrity

The Conference seeks to contribute significantly to the professional development of Human Resource Managers in Africa's public sector. This is essential to uphold high standards of ethics and integrity, which are foundational to 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.

II. 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 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.

III. 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, decision-making, and advisory skills, empowering HR Managers to take on more prominent and impactful roles within their organizations.

IV. 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's 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.

V. 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's 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 10th 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.

5.0 MAJOR THEMES AND SUB-THEMES FOR THE 2025 CONFERENCE

5.1. Governance, Resilience and Service Delivery

- **Crisis - Proof Institutions:** Contributors will explore how resilient governance structures strengthen public institutions to withstand crises and maintain continuity of operations. This includes adopting **policy frameworks for resilience**, such as emergency preparedness, effective resource allocation, transparent communication, and active community engagement. In addition, **leadership in crisis management** is essential, enhancing HR leaders, working with senior management and stakeholders to play a vital role in developing

crisis strategies, ensuring clear communication, and guiding institutions to respond swiftly and effectively. By embedding resilience in both governance and leadership, institutions can better anticipate, adapt, and recover from disruptions while maintaining public trust.

- **Performance and Accountability Systems:** Contributors will examine how effective HR management can enhance public sector performance through innovative approaches. Performance management systems that align employee goals with organizational objectives, provide regular feedback, and promote continuous improvement are central to building efficient institutions. Equally important is transparency and accountability, which ensure that HR practices remain fair, objective, and aligned with organizational values. By adopting data-driven decisions and fostering openness, public institutions can build trust among employees, stakeholders, and citizens, thereby strengthening overall institutional effectiveness and sustainability.
- **Citizen-Centered Services:** Contributors will highlight strategies for making public service delivery more responsive and inclusive. Improving service delivery through innovative HR practices such as leveraging technology, streamlining processes, and fostering a culture of excellence that enhances efficiency and citizen satisfaction. Furthermore, citizen engagement plays a critical role in shaping services that reflect public needs. By providing accessible platforms for feedback, transparent decision-making processes, and opportunities for active participation, governments can foster trust and collaboration with citizens. Ultimately, citizen-centered services ensure that institutions remain accountable and responsive to the communities they serve.

5.2 Innovation in Public Sector Digital and Data-Driven HR

- **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.

- **HR Analytic and Evidence-based Decision making:** Contributors will discuss how HR analytics can transform public sector management by enabling data-driven and evidence-based decision-making. By leveraging workforce data on recruitment, performance, retention, and employee engagement, institutions can identify trends, predict challenges, and design targeted interventions. Evidence-based HR decisions improve transparency, enhance accountability, and ensure that policies and practices are aligned with organizational goals. Ultimately, HR analytics equips leaders with actionable insights to optimize resources, strengthen workforce performance, and drive more effective and sustainable public service delivery.

5.3 Inclusive and Future-Ready Workforce

- **Future-Ready HR Strategies and Talent Development:** Contributors will discuss how human resource strategies can anticipate future challenges by embracing new technologies, demographic shifts, and evolving workforce expectations. Building a culture of agility, innovation, and continuous learning is essential and by aligning recruitment, employee development, and performance management with organizational goals, institutions can attract, retain, and equip the right people with the right skills to drive long-term success.
- **Youth Talent Pipelines and Early Career Paths:** Contributors will explore strategies for nurturing young talent and creating structured career pathways that prepare the next generation for leadership and innovation. Early exposure through internships, mentoring, and graduate programs that helps build future-ready skills while strengthening institutional succession pipelines. By investing in youth, public sector organizations and institutions will not only secure their long-term competitiveness but also foster inclusive growth and national development. This will harness the private sector contribution to national agenda such as Africa Agenda 2063
- **Leadership Continuity and Succession Planning:** Contributors will examine how to strengthen ethical leadership pipelines within public institutions and

organizations. This can be achieved by exploring effective succession planning to involve mentorship, training, and targeted leadership development to prepare future leaders while fostering employee engagement and retention. This ensures smooth transitions, organizational stability, and the ability for public sector human resources to sustain missions in dynamic environments.

- **Inclusive, Diverse, and Adaptive Workforces:** Contributors will highlight how inclusivity, diversity, and adaptability enhance institutional resilience and service delivery. Public services must respond to demographic changes and meet the needs of diverse communities, while human resource practices must embed equity, fair hiring, and equal growth opportunities. By building inclusive and adaptive workforces, institutions strengthen trust, improve performance, and reflect the societies they serve. By embedding adaptability and inclusivity in service delivery, public service organizations and institutions can guarantee equitable access to high-quality services for marginalized groups and maximize budgeting, gender and disability mainstreaming as stipulated in the AU Disability Protocol (African Union, 2018).
- **Green Public Service Competencies:** Contributors will discuss Green public service competencies which are the skills, knowledge, and values that enable public servants to integrate sustainability into policies, services, and decision-making. The Green Public Service Competencies include understanding climate change, sustainable procurement, and eco-innovation, as well as applying data to assess environmental impacts. Beyond technical expertise, competencies also involve systems thinking, collaboration, and community engagement to advance sustainability goals. By cultivating these capabilities, building capacities and developing such skills, the public sector can reduce their environmental footprint, deliver inclusive and climate-smart services, and position themselves as key drivers in the global transition to sustainable development.

5.4. Partnerships and Sustainability

- **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.

6.0 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:

I. 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.

II. 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.

III. 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.

IV. 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.

V. Improved Financial Sustainability of APS-HRMnet

- **Diverse and Sustainable Funding Sources:** The Conference will explore diverse funding mechanisms and partnerships, ensuring APS-HRMnet's 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.

VI. 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.

7.0 EXPECTED PARTICIPANTS

Besides governments and training Institutions, APS-HRMnet values the attendance of partner institutions. This is why it is important that at the 10th Annual Conference; the following partners grace the occasion:

- a) The United Nations Department of Economic and Social Affairs (UNDESA),
- b) Pan African Intergovernmental Organization (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)

8.0 CONFERENCE VENUE AND DATES

The Conference will be held from 4th - 6th November 2025 at the Freetown International Conference Centre (FICC), Bintumani which is located in Freetown, Sierra Leone, West Africa

9.0 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 2025 Conference theme, **"Human Resource Management and Development in Public Service: a Catalyst for Africa Agenda 2063"**. 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 12th September 2025 and Draft papers are due by 12th October 2025.

- **Submission:** Completed papers after peer review – **26th October 2025**.

10.0 WORKING LANGUAGES

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

11.0 REGISTRATION AND PARTICIPATION FEES

All participants are expected to register online:

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

- a) Others / International - USD 500
- b) Participants from host country – USD 400
- c) 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 as detailed below:

APS-HRMnet A/C 9120003251517- USD 9120003251509 TSH
STANBIC BANK
P.O.Box 72647, Ali Hassani, Mwinyi, Kinondoni
Road,Dar es Salaam
Tel. +255(022) 2666430
Fax: +255(022) 2666301
SWIFT CODE: SBICTZTX
SORT CODE:006000

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

12.0 VISA, HOTEL ACCOMMODATION, AND AIRPORT TRANSFER INFORMATION

Full information shall be posted on the APS-HRMnet, website: www.apshrmnet.org

13.0 CONFERENCE SECRETARIAT

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

1. Ms. Victoria Elangwa
Executive Secretary, APS-HRMnet
255-735-312199 or +255-767-312199
Email: victoria.elangwa@tfra.go.tz
2. Mr. Fadhili Mitimingi
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- **SUMMING UP**

The 2025 APS-HRMnet Annual Conference, Freetown, Sierra Leone 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.

AFRICA PUBLIC SECTOR HUMAN RESOURCE MANAGERS' NETWORK

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11th August, 2025

All Human Resource Practitioners
Public Service Institutions across Africa

INVITATION TO ATTEND THE 10TH ANNUAL APS-HRMnet CONFERENCE IN FREETOWN, SIERRA LEONE – 4TH TO 6TH NOVEMBER, 2025

Dear Esteemed Human Resource Practitioners,

On behalf of the Executive Committee and Council of the Africa Public Sector Human Resource Managers' Network (APS-HRMnet), I am pleased to extend our warmest invitation to all Human Resource Practitioners in the public service across the continent to participate in the 10th Annual APS-HRMnet Conference, which will be held in Freetown, Sierra Leone from 4th to 6th November, 2025 at the Freetown International Conference Center.

We are delighted to announce that the Government of the Republic of Sierra Leone has graciously accepted to host this important event through the Ministry of Public Administration and Political Affairs. This year's conference will be held under the theme:

“Human Resource Management and Development in Public Service: A Catalyst for Agenda 2063.”

The 10th APS-HRMnet Conference will bring together Human Resource professionals, scholars, development partners, and key public sector stakeholders to share knowledge, network, and develop innovative strategies that support Africa's Agenda 2063 and the transformation of public service delivery across the continent.

To facilitate participation, the applicable conference fees are as follows:

- a) USD 400 for local delegates within Sierra Leone
- b) USD 500 for international delegates
- c) In addition, all delegates are expected to pay an annual subscription fee of USD 100

Payments should be made to the following bank account:

Bank Name	STANBIC BANK (T)
Branch	Centre Branch
Sort Code	6000

Account Name	APS HRMnet
Account Number (USD)	9120003251517
Account Number (TZS)	9120003251509
SWIFT Code	SBICTZTX

All delegates are kindly requested to register online via www.apshrmnet.org. International delegates requiring visas are strongly advised to apply early and inform the secretariat for assistance.

For any further inquiries, kindly contact the APS-HRMnet Secretariat through:

1. Mrs. Victoria M. Elangwa, Executive Secretary APS-HRMnet
Mobile: +255 767 312 199
Email: victoria.elangwa@tfra.go.tz
2. Mr. Fadhili Mitimbingi, Focal Person APS-HRMnet
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We look forward to meeting and hosting you from 4th to 6th November, 2025 in Freetown, Sierra Leone.

Please accept the assurances of our highest esteem and regard.

Yours sincerely,



Xavier M. Daudi
President, APS-HRMnet