

**AIDE-MÉMOIRE**  
**11TH ANNUAL CONFERENCE OF THE AFRICAN PUBLIC SECTOR HUMAN  
RESOURCE MANAGERS' NETWORK (APS-HRMNET)**

**Theme**  
**HARNESSING ARTIFICIAL INTELLIGENCE FOR STRATEGIC HUMAN CAPITAL  
TRANSFORMATION IN AFRICA'S PUBLIC SERVICE**

Venue: Golden Tulip Zanzibar Airport, Kiembe Samaki, Unguja, Zanzibar, United  
Republic of Tanzania

10–13 NOVEMBER 2026

**Hosted by:**  
**The Revolutionary Government of Zanzibar**  
**President's Office – Constitution, Legal Affairs, Public Service and Good  
Governance**

**in collaboration with**  
**African Public Sector Human Resource Managers' Network (APS-HRMNET)**

## 1.0 INTRODUCTION

The world is experiencing unprecedented technological advancement driven by Artificial Intelligence (AI), digital transformation and other emerging innovations that are reshaping the nature of work and challenging traditional approaches to workforce management. While these developments have generated concerns regarding the future of employment, they also present significant opportunities to enhance productivity, improve service delivery and empower the workforce with new capabilities. For Africa, this technological wave must be embraced strategically and responsibly to build a skilled, adaptive and future-ready workforce that is aligned with the aspirations of Agenda 2063 and the broader objectives of sustainable development.

The African Public Sector Human Resource Managers' Network (APS-HRMNET), established with the recognition that the successful implementation of local, national, regional and global development priorities depends on capable and empowered human resources, continues to champion the professionalization of Human Resource Management in Africa's public service. The Network remains committed to strengthening the capacity of HR professionals, promoting innovation and supporting the transformation of public institutions to deliver effective, efficient and citizen-centered services.

Artificial Intelligence presents Africa with immense possibilities to accelerate economic growth, strengthen institutional performance and support social progress. Across the public sector, AI is increasingly influencing how organizations plan, develop, manage and optimize their human capital. It is creating opportunities to enhance workforce planning, improve talent acquisition, personalize learning and development, strengthen employee engagement, support evidence-based decision-making and improve overall organizational effectiveness. Rather than viewing AI as a force that threatens jobs, the public service must position itself to harness AI as a strategic enabler that enhances human potential, strengthens professional practice and enables better delivery of services to citizens.

It is within this context that the 11th Annual APS-HRMNET Conference will be convened from 10-13 November 2026 in Zanzibar, hosted by the Revolutionary Government of Zanzibar in collaboration with APS-HRMNET, under the theme:

**“Harnessing Artificial Intelligence for Strategic Human Capital Transformation in Africa’s Public Service.”**

The Conference will provide a platform for Human Resource Managers, public service leaders, policymakers, academics, researchers, development partners, HR technology providers and other practitioners from across Africa and beyond to engage in meaningful dialogue on the evolving role of Artificial Intelligence in shaping the future of work. It will serve as an opportunity to explore emerging trends, share institutional experiences, showcase innovative approaches and identify practical strategies for strengthening strategic Human Capital Management within Africa's public sector.

The Annual APS-HRMNET Conference remains the Network's flagship professional development forum, reflecting its commitment to continuous learning, knowledge exchange, collaboration and the advancement of excellence in Human Resource Management practice. Through keynote presentations, technical sessions, panel discussions, workshops, country experience-sharing sessions and innovation exhibitions, participants will examine how AI can be responsibly integrated into public service systems while ensuring that human capability, ethical considerations and institutional values remain central to transformation efforts.

The Conference will further provide opportunities for participants to engage with experts, explore successful applications of AI, strengthen professional networks and develop actionable recommendations that support agile, innovative and resilient public institutions. By fostering collaboration among HR professionals and strategic partners, APS-HRMNET seeks to empower public sector leaders with the knowledge, tools and competencies required to navigate the changing world of work.

The 11th Annual APS-HRMNET Conference aligns with the African Union's Agenda 2063, the Digital Transformation Strategy for Africa (2020–2030), the Continental Artificial Intelligence Strategy, and the United Nations 2030 Agenda for Sustainable Development. Through the Conference, APS-HRMNET reaffirms its commitment to a future-oriented African public service in which Human Resource Management catalyses responsible innovation, institutional transformation and improved service delivery (African Union, 2015, 2020, 2024; United Nations, 2015).

The Network operates through three institutional organs:

- a) **The Members' Assembly:** Comprising all registered members, the Assembly serves as the highest decision-making body of APS-HRMNET. It provides a platform for members

to exchange knowledge, share experiences and best practices, and collectively shape the strategic direction of the Network.

- b) **The Executive Council:** Responsible for implementing the strategic priorities and policies of the Network, the Executive Council provides leadership and oversight to ensure that decisions of the Members' Assembly are effectively executed and that APS-HRMNET's objectives are achieved.
- c) **The Secretariat:** Serving as the administrative and coordination arm of APS-HRMNET, the Secretariat manages the day-to-day operations of the Network, facilitates communication among members and coordinates programmes and activities that support the achievement of its mandate.

Through its continued commitment to capacity building, professional development, knowledge sharing and the promotion of values-based public administration, APS-HRMNET remains dedicated to strengthening Human Resource Management systems across Africa. By embracing responsible digital transformation and leveraging Artificial Intelligence as a strategic tool, the Network seeks to support the development of a capable, innovative and resilient public service workforce equipped to meet the challenges and opportunities of the future.

## 2.0 Strategic Context: Harnessing Artificial Intelligence for Strategic Human Capital Transformation in Africa's Public Service

The world of work is undergoing profound change as Artificial Intelligence (AI), data analytics and other digital technologies reshape institutions, occupations and workforce expectations. McKinsey Global Institute estimates that generative AI could add US\$2.6–4.4 trillion annually across the use cases it analysed and could enable annual labour-productivity growth of 0.1–0.6 per cent through 2040, depending on adoption and the effective redeployment of workers' time (Chui et al., 2023). For Africa's public service, the opportunity must be pursued alongside deliberate investment in skills, institutional readiness, worker transition and public-interest safeguards.

Strategic Human Resource Management (HRM) remains a critical foundation for achieving the aspirations of Agenda 2063, as the success of public sector reforms and development initiatives depends largely on the availability of capable, ethical and empowered human resources. The realization of "The Africa We Want" requires institutions that are equipped with

the right skills, leadership capabilities and adaptive capacity to translate policies into tangible outcomes (African Union, 2015). Consequently, the role of Human Resource professionals must evolve beyond traditional personnel administration towards becoming strategic partners who drive workforce transformation, organizational performance and institutional resilience.

Artificial Intelligence presents significant opportunities to strengthen Human Capital Management across Africa's public sector. AI-enabled solutions are increasingly supporting workforce planning, talent acquisition, learning and development, performance management, human capital analytics and evidence-based decision-making. When responsibly adopted, these technologies can improve efficiency, strengthen transparency and enable public institutions to align workforce capabilities with national development priorities.

Rather than viewing Artificial Intelligence as a replacement for human capability, public institutions must position AI as an enabler that augments human potential and empowers employees to perform at higher levels. The future of work in Africa's public service will depend on the ability of governments to combine technological innovation with skilled, ethical and adaptable human resources. This requires a shift from perceiving AI as a threat to employment towards recognizing it as a strategic tool for improving productivity, creating new capabilities and enhancing public service delivery.

The adoption of AI also introduces new responsibilities for Human Resource professionals. As custodians of workforce development, institutional culture and employee experience, HR practitioners must ensure that technological transformation is guided by principles of fairness, transparency, accountability and ethical governance. Responsible AI implementation requires attention to issues such as data protection, algorithmic fairness, digital inclusion and the preservation of the human-centered values that define effective public service.

The African Union's Continental Artificial Intelligence Strategy calls for Africa-centred, development-focused, ethical, responsible and equitable AI, including stronger national capabilities, governance frameworks, research and regional cooperation (African Union, 2024). These priorities complement the Digital Transformation Strategy for Africa (2020–2030), which positions digital technologies as drivers of inclusive growth, improved governance and sustainable development (African Union, 2020).

In this rapidly changing environment, continuous professional development of Human Resource practitioners has become essential. Public sector HR professionals must

strengthen competencies in digital literacy, workforce analytics, AI governance, change management, innovation and strategic leadership to effectively guide institutions through technological transformation while keeping people at the center of public sector reform.

The strategic application of Artificial Intelligence in Human Resource Management can advance Agenda 2063 by strengthening capable institutions, promoting good governance, supporting inclusive workforce development, accelerating responsible digital transformation and deepening continental collaboration.

The contribution of Artificial Intelligence to Agenda 2063 can be considered in five areas:

### **I. Building Capable and Future-Ready Public Institutions (Aspiration 1: A Prosperous Africa Based on Inclusive Growth and Sustainable Development)**

- a) **Strategic Workforce Planning:** AI-driven analytics can support governments in identifying workforce needs, forecasting skills requirements and ensuring that public institutions have the right people with the right competencies to deliver development priorities.
- b) **Continuous Capacity Development:** Developing digital skills, AI competencies and innovation capabilities among public servants strengthens institutional capacity and prepares the workforce for the future of work.

### **II. Strengthening Good Governance, Transparency and Accountability (Aspiration 3: An Africa of Good Governance, Democracy, Respect for Human Rights, Justice and the Rule of Law)**

- a) **Evidence-Based Decision-Making:** AI-powered insights can support leaders in making informed workforce and organizational decisions based on reliable data and analytics.
- b) **Enhanced Accountability Systems:** Digital tools can improve transparency, strengthen performance monitoring and support more accountable public institutions.

### III. Advancing Digital Transformation and Africa's Global Competitiveness (Aspirations 1 and 7)

- a) **Digital Transformation of HR Services:** The integration of AI into recruitment, learning, performance management and employee services can modernize public sector operations and improve service delivery.
- b) **Preparing for the Fourth Industrial Revolution:** Equipping public servants with emerging technology skills ensures that Africa remains competitive and capable of participating effectively in the global digital economy.

### IV. Promoting Inclusive, Ethical and People-Centered Workforce Transformation (Aspiration 6: An Africa Whose Development is People-Driven, Relying on the Potential of African People)

- a) **Responsible AI Adoption:** HR professionals must ensure that technology promotes fairness, inclusion and equal opportunities while protecting the dignity and rights of employees.
- b) **Empowering Youth and Women:** Digital skills development and inclusive workforce policies create opportunities for greater participation of young professionals and women in public sector transformation.

### V. Strengthening Regional Collaboration and Knowledge Exchange (Aspiration 2: An Integrated Continent, Politically United and Based on the Ideals of Pan-Africanism)

- a) **Sharing Digital Transformation Experiences:** Collaboration among African public institutions enables countries to exchange lessons, innovations and best practices in AI-enabled Human Resource Management.
- b) **Building Continental HR Capacity:** Professional networks such as APS-HRMNET provide platforms for strengthening HR practice, fostering innovation and supporting the development of capable public institutions across Africa.

Against this background, the 11th APS-HRMNET Conference provides a timely platform for Human Resource professionals, policymakers, academics and practitioners to examine how Artificial Intelligence can be strategically harnessed to transform Human Capital Management in Africa's public service. Through knowledge exchange, professional dialogue and

collaborative learning, the Conference will contribute to building a generation of HR professionals equipped to lead organizations through technological change while ensuring that Africa's public service remains innovative, resilient and focused on delivering better outcomes for citizens.

### **3.0 INSTITUTIONAL AND HOST CONTEXT**

#### **3.1 APS-HRMNET Background**

The African Public Sector Human Resource Managers' Network (APS-HRMNET) is a continental professional network established to advance the professionalization and modernization of Human Resource Management (HRM) within Africa's public service. The Network was endorsed during the 30th Roundtable Conference of the African Association for Public Administration and Management (AAPAM), held in Accra, Ghana, in October 2008, where the need to strengthen human resource capacity and transform public service institutions was recognized as a critical requirement for effective governance and sustainable development.

Following this endorsement, APS-HRMNET was formally launched in Arusha, Tanzania, in February 2009 during the Workshop on Capacity Building for Human Resource Development Policy and Strategy in the Public Service in Africa. During the launch, founding documents were adopted, an Executive Council was established, and interim leadership arrangements were put in place to guide the development and growth of the Network.

Since its establishment, APS-HRMNET has evolved into a leading continental platform for Human Resource professionals in the public sector, providing opportunities for knowledge exchange, professional development, research, innovation and collaboration. The Network recognizes that effective public administration depends on capable, motivated and ethical human resources and therefore continues to promote Strategic Human Resource Management as a key driver of institutional performance, workforce transformation and improved service delivery across Africa.

#### **3.2 Public Sector Human Resource Management in Zanzibar**

Public sector Human Resource Management in Zanzibar has evolved through successive constitutional, legal and institutional reforms since the 1964 Revolution. The reform trajectory



has sought to strengthen professionalism, merit, accountability, workforce development and responsive public service delivery.

Today, public sector Human Resource Management is guided by Zanzibar's constitutional, legal and institutional framework, with responsibilities shared among the President's Office, the Civil Service Commission, ministries, departments and other public institutions. The system continues to emphasise professional standards, accountability, capacity development, employee performance and service delivery.

Hosting the 11th Annual APS-HRMNET Conference in 2026 will position Zanzibar as a continental venue for knowledge exchange, policy dialogue and collaboration on responsible AI and strategic Human Resource Management.

#### **4.0 JUSTIFICATION FOR THE CONFERENCE**

The 11th Annual APS-HRMNET Conference seeks to advance the strategic priorities of Human Resource Management transformation within Africa's public service by examining the opportunities and challenges presented by Artificial Intelligence (AI) and digital innovation. Under the theme "Harnessing Artificial Intelligence for Strategic Human Capital Transformation in Africa's Public Service," the Conference provides a critical platform for HR professionals, public service leaders, academics, researchers and development partners to explore emerging trends, share innovative practices and strengthen the capacity required to manage the future of work.

The Conference is anchored on the recognition that Artificial Intelligence is not only transforming technology systems but is also reshaping workforce management, organizational structures and the role of Human Resource professionals. The following rationale highlights the importance and anticipated contribution of the Conference in advancing APS-HRMNET's strategic objectives:

##### **I. Strengthening Professional Capacity and Future-Ready HR Competencies**

The Conference will contribute to the continuous professional development of Human Resource practitioners by enhancing their understanding of Artificial Intelligence, digital transformation and emerging workforce trends. As HR professionals transition from traditional administrative roles to strategic partners, there is a growing need to strengthen competencies

in digital literacy, workforce analytics, AI governance, change management and strategic leadership. Through keynote presentations, technical sessions, workshops and knowledge-sharing forums, participants will gain practical insights and tools to effectively lead human capital transformation within their institutions.

## **II. Promoting Responsible Adoption of Artificial Intelligence in Human Resource Management**

The increasing application of AI in Human Resource Management presents significant opportunities to improve workforce planning, talent acquisition, employee development, performance management and evidence-based decision-making. However, responsible adoption requires attention to ethical considerations, transparency, data protection, fairness and accountability. The Conference will provide a platform for HR professionals to examine approaches that ensure AI strengthens human capability while preserving the values and principles that underpin effective public service.

## **III. Enhancing the Strategic Role and Leadership Position of HR Professionals**

The evolving nature of work requires Human Resource Managers to assume a stronger strategic leadership role in guiding institutional transformation. The Conference will support HR professionals in developing the knowledge and confidence required to advise organizational leaders, manage technological change and shape workforce strategies that improve institutional performance. By positioning HR as a strategic partner, APS-HRMNET seeks to reinforce the contribution of HR professionals towards innovation, resilience and excellence in public service delivery.

## **IV. Strengthening Knowledge Exchange, Collaboration and Professional Networks Across Africa**

The Conference will provide an important platform for HR professionals from across Africa to exchange experiences, share country practices and develop collaborative solutions to common Human Resource Management challenges. Through networking sessions, peer learning and institutional partnerships, APS-HRMNET will continue to strengthen a continental community of practice that promotes innovation, professional excellence and continuous improvement in public sector HR management.

## **V. Advancing Innovation and Human-Centered Public Service Transformation**

Artificial Intelligence presents an opportunity to modernize public service systems and improve organizational effectiveness when applied strategically and responsibly. The Conference will explore practical AI applications that enhance workforce development, leadership capacity, organizational learning and service excellence while ensuring that human judgement, inclusion and employee well-being remain central to decision-making. Through these discussions, participants will identify approaches that support agile, ethical and citizen-focused public institutions.

## **VI. Strengthening APS-HRMNET's Continental Mandate and Sustainability**

The Conference reinforces APS-HRMNET's role as a leading continental network for advancing professional Human Resource Management in Africa's public service. By bringing together diverse stakeholders and promoting collaboration, innovation and professional development, the Conference will contribute to expanding the Network's influence, strengthening membership engagement and supporting the long-term sustainability of its programmes and initiatives.

The 11th Annual APS-HRMNET Conference represents a strategic opportunity to prepare Africa's public service workforce for the future by harnessing Artificial Intelligence as an enabler of human capability, institutional transformation and improved service delivery. Through professional dialogue, collaboration and knowledge exchange, the Conference will empower HR professionals to become catalysts for innovation, ethical leadership and sustainable public sector transformation across the continent.

### **5.0 CONFERENCE THEME AND STRATEGIC FOCUS**

The Conference theme reflects the growing importance of Artificial Intelligence as a transformative tool for modern Human Resource Management. As organizations embrace digital technologies to improve performance and service delivery, Human Resource professionals are expected to lead workforce transformation, strengthen organizational capability, and cultivate cultures of innovation and continuous learning.

The Conference will explore how Artificial Intelligence can be strategically integrated into Human Resource Management to improve recruitment, workforce planning, learning and development, performance management, employee engagement, and organizational

effectiveness. Discussions will emphasize practical applications that enhance professional practice while preserving the values of fairness, transparency, accountability, and respect for human dignity.

Recognizing that successful digital transformation depends on people as much as technology, the Conference places Human Resource professionals at the center of organizational change. Participants will examine the leadership competencies, digital capabilities, and change management approaches required to prepare organizations for the future of work and build resilient, high-performing public institutions.

The Conference will address the following five thematic areas:

### **5.1 Artificial Intelligence and the Future of Human Resource Management**

The rapid advancement of Artificial Intelligence is transforming Human Resource Management by enhancing workforce planning, talent acquisition, employee development, organizational performance, and decision-making. This thematic area will explore how HR professionals can responsibly leverage AI to improve strategic Human Capital Management while maintaining ethical standards, transparency, and a people-centered approach.

- a) AI-enabled Human Resource Management:** Contributors will discuss practical applications of Artificial Intelligence across the Human Resource value chain, including recruitment, onboarding, learning and development, performance management, employee engagement, and succession planning. Presentations should demonstrate how AI can improve HR efficiency while complementing professional judgement rather than replacing it.
- b) Human Capital Analytics and Evidence-Based Decision-Making:** Contributors will examine how HR analytics can strengthen strategic workforce planning and organizational decision-making. Case studies should demonstrate how workforce data can be used to improve recruitment, employee retention, productivity, succession planning, and organizational performance.
- c) Responsible and Ethical Artificial Intelligence:** Contributors will discuss ethical considerations surrounding the adoption of AI in Human Resource Management, including transparency, fairness, privacy, accountability, algorithmic bias, and

responsible governance. Presentations should highlight practical approaches for ensuring that AI strengthens trust and promotes ethical HR practice.

- d) Future Skills for HR Professionals:** Contributors will share strategies for preparing Human Resource professionals to thrive in AI-enabled workplaces by strengthening digital competencies, AI literacy, strategic thinking, and continuous professional development.

## 5.2 Strategic Human Capital Development for Future-Ready Public Institutions

Human Resource professionals play a central role in preparing organizations for the future by developing agile, capable, and resilient workforces. This thematic area focuses on strengthening leadership, talent development, workforce planning, and organizational capability to support sustainable public sector transformation.

- a) Strategic Workforce Planning and Talent Management:** Contributors will discuss innovative approaches to workforce planning, talent acquisition, succession planning, and employee retention that enable organizations to anticipate future workforce needs and maintain institutional capability.
- b) Leadership Development and Succession Planning:** Contributors will examine practical approaches for developing ethical leaders and strengthening leadership pipelines through mentoring, coaching, executive development, and succession planning programmes.
- c) Learning, Reskilling and Upskilling:** Contributors will showcase innovative learning strategies that prepare employees for emerging workplace demands through continuous professional development, digital learning, reskilling, and lifelong learning initiatives.
- d) Building Inclusive and Adaptive Workforces:** Contributors will discuss strategies for promoting diversity, equity, inclusion, disability mainstreaming, gender equality, employee well-being, and organizational resilience to create workplaces that reflect the communities they serve.

### 5.3 Digital Transformation and Innovation in Human Resource Management

Digital technologies continue to redefine Human Resource practice by improving organizational efficiency, enhancing employee experience, and supporting evidence-based management. This thematic area explores innovative digital solutions that strengthen HR functions and organizational performance.

- a) **Digital Human Resource Management Systems:** Contributors will discuss digital HR platforms that support recruitment, employee records management, payroll administration, leave management, performance management, and employee self-service.
- b) **Digital Transformation and Organizational Change:** Contributors will examine how HR professionals can lead organizational change, manage digital transformation initiatives, and build cultures that embrace innovation and continuous improvement.
- c) **Employee Experience and Digital Workplace Innovation:** Contributors will present innovative approaches for improving employee engagement, collaboration, workplace flexibility, wellness, and organizational communication through digital technologies.
- d) **Innovation in Public Sector Human Resource Management:** Contributors will showcase successful innovations and institutional experiences that demonstrate how technology has improved Human Resource Management and organizational performance.

### 5.4 Ethical Leadership, Governance and Organizational Culture

Successful Human Resource Management depends upon ethical leadership, accountable governance, and organizational cultures that promote integrity, professionalism, innovation, and employee well-being. This thematic area examines the leadership practices that enable organizations to responsibly adopt emerging technologies while maintaining public trust.

- a) **Ethical Leadership in the Digital Era:** Contributors will discuss how Human Resource professionals can strengthen ethical leadership, integrity, accountability, and professionalism while supporting digital transformation within public institutions.
- b) **Governance of AI-enabled Human Resource Practices:** Contributors will examine governance frameworks that support responsible AI adoption, data protection,

transparency, risk management, and compliance with organizational values and legal standards.

- c) **Organizational Culture and Change Leadership:** Contributors will share practical experiences on creating organizational cultures that encourage innovation, collaboration, adaptability, employee engagement, and continuous improvement.

## 5.5 Professional Excellence, Partnerships and Knowledge Sharing

APS-HRMNET promotes professional excellence through collaboration, research, networking, and continuous learning. This thematic area focuses on strengthening partnerships and expanding professional knowledge that advances Human Resource practice across Africa's public service.

- a) **Professional Networking and Communities of Practice:** Contributors will discuss how professional networks and communities of practice strengthen collaboration, mentoring, peer learning, and the exchange of innovative Human Resource practices across Africa.
- b) **Research, Innovation and Knowledge Management:** Contributors will present research findings, institutional innovations, and evidence-based practices that contribute to the advancement of Human Resource Management.
- c) **Country Experiences and Best Practices:** Contributors will showcase successful Human Resource reforms, innovative programmes, and institutional experiences that provide practical lessons for strengthening Human Resource Management across Africa's public service.
- d) **Strategic Partnerships for Human Capital Development:** Contributors will explore partnerships between professional associations, training institutions, academia, development partners, and technology providers that support innovation, professional development, and organizational excellence.

## 6.0 EXPECTED OUTCOMES

The Conference is expected to produce practical, follow-up-oriented results that strengthen HR professional capacity, responsible AI readiness, institutional learning, continental collaboration and APS-HRMNET's sustainability. The Secretariat should translate these outcomes into a post-conference action matrix with indicators, responsible actors and reporting milestones.

### I. Enhanced Professional Capacity, Ethical Standards and AI Readiness

- a) **Advanced HR Leadership Skills:** Participants will acquire advanced HR leadership skills through targeted training sessions, workshops and knowledge-sharing platforms, equipping them to lead resilient, innovative and technology-enabled public sector organizations.
- b) **Promotion of Ethical and Responsible AI Governance:** Increased awareness of ethical principles, including the Africa Charter on Values of Public Service and Administration, will promote integrity, transparency, accountability and responsible use of Artificial Intelligence in public sector workforce management.

### II. Increased ICT Integration, Artificial Intelligence Adoption and Innovation in HR Management

- a) **Adoption of Emerging Digital Solutions:** Participants will be introduced to Artificial Intelligence applications, digital innovations and modern HR technologies that enhance workforce planning, talent management, employee development and overall HR efficiency.
- b) **Digital Transformation Strategies:** Improved understanding and application of digital transformation strategies will enable public sector institutions to become more agile, data-driven and responsive to changing workforce and service delivery demands.

### III. Strengthened Leadership and Strategic Positioning of HR Managers

- a) **Future-Oriented Leadership Development:** HR Managers will develop competencies in strategic leadership, change management and digital transformation, enabling them to anticipate and address emerging challenges and opportunities in the evolving world of work.



- b) **Strategic Role Enhancement:** Participants will strengthen their role as organizational advisors, transformation leaders and change agents, contributing to institutional resilience, workforce adaptability and improved public sector performance.

#### IV. Expanded APS-HRMNET Membership and Enhanced Collaboration

- a) **Broadened Network Reach:** The Conference will attract new individual and institutional members from diverse African countries, expanding APS-HRMNET's reach and strengthening a continental community of HR professionals committed to innovation and excellence.
- b) **Strengthened Collaborative Efforts:** Opportunities for enhanced collaboration, peer learning and knowledge exchange among HR Managers, technology experts and partner institutions will promote the sharing of innovative AI-enabled HR practices across the continent.

#### V. Improved Financial Sustainability of APS-HRMNET

- a) **Diverse and Sustainable Funding Sources:** The Conference will explore opportunities for strategic partnerships, institutional collaboration and resource mobilization mechanisms that support APS-HRMNET's sustainability and future initiatives.
- b) **Innovation-Driven Sustainability Approaches:** Participants will identify innovative approaches and partnerships that strengthen the financial resilience of APS-HRMNET and enable the Network to continue delivering value to HR professionals across Africa.

#### VI. Policy, Practice and Follow-Up Recommendations for AI-Enabled Governance

**Policy and Practice Recommendations:** The Conference will generate an agreed communiqué with actionable recommendations for responsible AI adoption, digital transformation and future-oriented Human Resource policies in the public sector.

**Follow-Up and Knowledge Dissemination:** APS-HRMNET will document emerging practices, circulate conference outputs and maintain a peer-learning mechanism to support implementation and periodic progress review.

## 7.0 EXPECTED PARTICIPANTS

Expected participants include public-sector HR practitioners and leaders; policymakers and regulators; public service commissions; employee representatives; academics and researchers; training institutions; development partners; civil-society organisations; and HR technology and AI providers. APS-HRMNET will also invite the following strategic partner institutions:

- a) The United Nations Department of Economic and Social Affairs (UNDESA);
- b) African Training and Research Centre in Administration for Development (CAFRAD);
- c) United Cities and Local Governments of Africa (UCLG Africa);
- d) African Association for Public Administration and Management (AAPAM);
- e) African Peer Review Mechanism (APRM);
- f) African Capacity Building Foundation (ACBF);
- g) African Union Commission (AUC) and relevant African Union institutions supporting digital transformation, governance and public sector development;
- h) Development partners, international organizations and institutions supporting public sector modernization; and
- i) Human Resource technology providers, Artificial Intelligence solution providers and digital innovation partners.

The participation of these stakeholders will enrich professional dialogue, strengthen partnerships, facilitate knowledge exchange and contribute to advancing strategic Human Resource Management, responsible Artificial Intelligence adoption and future-ready public services across Africa.

## 8.0 CONFERENCE VENUE AND DATES

The 11th APS-HRMNET Annual Conference will be held from 10–13 November 2026 at Golden Tulip Zanzibar Airport, Kiembe Samaki, Unguja, Zanzibar, United Republic of Tanzania.

Detailed information regarding the Conference venue, accommodation options, transportation, and local arrangements will be communicated through the APS-HRMNET Secretariat and published on the APS-HRMNET website.

## 9.0 CONTENT FOR THE CONFERENCE

APS-HRMNET will identify keynote speakers, presenters and technical experts for the Conference in collaboration with partner institutions and stakeholders. The Network invites submissions and contributions that align with the 2026 Conference theme, **“Harnessing Artificial Intelligence for Strategic Human Capital Transformation in Africa’s Public Service.”**

Contributions are encouraged from Human Resource practitioners, public service leaders, academics, policymakers, researchers, technology experts and development partners. Submissions should explore the major themes and sub-themes outlined above. Papers, panelists and presentations should provide evidence-based insights, practical experiences, case studies and innovative solutions that demonstrate how Artificial Intelligence can be responsibly harnessed to strengthen Human Resource Management, enhance institutional performance and support the development of agile, resilient and future-ready public sector institutions across Africa.

### 9.1 Submission Guidelines

Submissions should address one or more conference themes and demonstrate originality, methodological or practice-based rigour, relevance to Africa’s public service, clear practical implications, and responsible treatment of data and AI-related risks.

#### **Submissions and exhibits should:**

- Present innovative Human Resource practices and explain their public-service relevance;
- Showcase institutional case studies, evidence and lessons learned;

- Examine emerging AI applications in Human Resource Management, including governance, privacy, fairness and accountability;
- Demonstrate evidence-based Human Resource interventions and measurable results;
- Explore leadership, organisational development, workforce transformation, inclusion and digital innovation; and
- Provide practical recommendations that can be adapted by African public institutions.
- Abstracts: 250–300 words stating the purpose or research question, approach or methodology, principal or expected findings, contribution, and practical implications.
- Full papers: Maximum 6,000 words, including references and appendices.
- Referencing style: APA, 7th edition.
- Deadlines: Abstracts 15 August 2026; draft papers-30 September 2026.

Final submission after peer review: **10 October 2026**. The Secretariat will communicate the submission portal or email address, file format, author-information requirements and notification timetable through the official APS-HRMNET website.

## 10.0 WORKING LANGUAGES

The official working languages of the Conference shall be:

- English
- French
- Portuguese
- Arabic

Interpretation for plenary sessions and accessibility support will be provided subject to confirmed arrangements. Participants should indicate language and accessibility requirements during registration.

## 11.0 REGISTRATION AND PARTICIPATION FEES

Participants are required to register online through the official APS-HRMNET website: <https://apshrmnet.org>

Registration and participation fees are as follows:

- International participants - USD 500

- Participants from the host country - USD 400
- Annual subscription fee - USD 100

Participation fees shall be payable upon registration and/or at the Conference venue. However, delegates are encouraged to complete payment at least three (3) weeks prior to the commencement of the Conference to facilitate timely confirmation and administrative arrangements. Payments may be made through bank transfer to the APS-HRMNET account, with the relevant banking details provided below:

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

## 12.0 VISA, ACCOMMODATION AND TRAVEL INFORMATION

The Conference Secretariat will provide invitation letters to registered participants, where required, to facilitate visa applications.

Information on recommended hotels, negotiated accommodation rates, airport transfers, local transport and other travel logistics will be published on the official APS-HRMNET website (<https://apshrmnet.org>) and communicated by the Conference Secretariat.

## 13.0 CONFERENCE SECRETARIAT

Further information and enquiries may be directed to:

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## 14.0 SUMMING UP

The 11th APS-HRMNET Annual Conference will provide a dynamic platform for Human Resource professionals to explore how Artificial Intelligence is reshaping the future of Human Resource Management and organizational performance within Africa's public service.

By bringing together practitioners, researchers, public service leaders, development partners, academia, and technology experts, the Conference will foster professional learning, strengthen collaboration, showcase innovative practices, and promote strategic Human Capital Management.

The Conference is expected to generate practical insights, an actionable communiqué, stronger professional networks and a sustained peer-learning community capable of supporting ethical, innovative and future-ready public institutions. In doing so, APS-HRMNET will reinforce its role as a continental network for advancing excellence in public-sector Human Resource Management.

## REFERENCES

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