



ANNUAL REPORT

2025/26



PRESIDENTIAL **REPORT**

From Pole-Pole to Lasting Impact: Advancing Professionalisation, Scholarship and Institutional Development

SAAPAM Annual General Meeting: September 2026



Professor Kgothatso Shai
SAAPAM President

In Context

It is common cause that SAAPAM exists to advance professional, ethical, and evidence-based public administration by generating knowledge, developing practitioners, and strengthening governance and state capacity in South Africa and the African continent. For this reason, the annual national conference is one of the flagship projects that are co-implemented towards the realisation of the stated strategic purpose of SAAPAM. This conference represents an annual intellectual rite of passage and meeting point for the “who is who” of Public Affairs in South Africa and beyond.

All those converging here are cojoined by a shared commitment towards repositioning SAAPAM “To be the leading and most trusted public administration association in Africa, recognised for advancing professionalisation, generating impactful knowledge, and bridging theory and practice for effective governance and public service delivery”. The 25th edition of this important conference is taking place within the jurisdiction of the KwaZulu Natal Chapter of SAAPAM, following a successful bidding by the University of South Africa (Unisa). The hosting of this conference has been eased through the support of other universities in KwaZulu Natal (UNIZULU and DUT in particular), our traditional strategic partners and other sponsors in the sector and beyond. Unisa has established itself as a learning distance platform for students from all corners of South Africa and Africa at large. This on-going conference is staged under the theme “**Growth and Sustainability through Improved Governance: Reimagining Institutions, Leadership and Development in a Changing World**”. Clearly, the thematic focus of this conference reaffirms the relevance of our previous conferences that persistently revolved around the broader theme of “**Building State Capacity**”. The current conference’s theme has been carefully pitched to allow participants to share cutting edge knowledge and best practices which respond to the heart of the wellbeing of the South African state in the context of geo-strategic shifts at the global level. The importance of this theme cannot be over-emphasised given the retarded growth of South Africa’s economy and the anxieties around the political and economic futures of South Africa and Africa at large.

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In the past two years since our official recognition by the South African qualifications Authority (SAQA) as a professional association in Public Affairs, we have grown in leaps and bounds. Such growth naturally presents opportunities and challenges for the association. Among others, we have become an after sought strategic partner for collaboration on issues of common interest in the public sector. But we are equally challenged to uphold the and elevate the standard in terms of our work, something that requires many resources that we currently do not have.

While we value and maintain strategic partnerships with critical stakeholders in South Africa and beyond, we are also continuously seized with the review of existing Memorandum of Understandings (MoUs) to inform their future renewal or non-renewal. Either way, the best interests of SAAPAM members are sacrosanct in all our decision-making processes. Prior to this conference and in the period under review, we have regularly co-hosted webinars, workshops and joined other activities of our partners to ensure that the South African Public Affairs fraternity stay engaged and relevant on issues that matter most. We can rightfully claim such engagements as among several build up activities towards the current conference. Notable among such engagements have been the provincial conferences of Limpopo, Mpumalanga and Eastern Cape Chapters. The Presidency and the entire Executive is truly proud of these activities and where practically possible, we have officiated most of the physical activities. We hope that other chapters will follow suit as a sign of justifying their existence as the nucleus of SAAPAM.

While the host city of our current conference is the magnet for both local and international tourists, the choice of Durban was informed by the National Board's desire to promote inclusivity within our institutional members. Besides, the essence of the conference is not the tourist attractiveness of its venue, but the quality of the papers delivered and the debates ensuing from them.

Among others, we are meeting at this conference to review our organisational work for the past one year, following the successful 24th annual conference at Thohoyadou, Limpopo in September 2025. We are also meeting to rethink and exchange ideas on the broader theme of the conference. Equally important, we wish to register our gratitude to the membership for the support you have given us to lead and bring the association to this AGM, as per resolution of the National Board. This is a rare opportunity whose observable success largely rested on your selfless goodwill and prayers.

As the Presidency, we are honoured to continuously steer the ship of SAAPAM through a dedicated and refreshed National Board members including:

- Prof John Molepo (Ex officio, Executive Director)
- Prof Harry Mundzedzi (Chair: Limpopo)
- Prof Zama Mthombeni (Convener: Gauteng)
- Vacant (Convenor: Kwazulu-Natal)
- Dr Sareesha Pillay (Chairperson: Eastern Cape)
- Dr Eunice Chesa (Convenor: North West)
- Mr. Joseph Mudau (Chairperson: Mpumalanga)
- Dr Sandiso Mahlala (Convener: Northern Cape)
- Prof Rozenda Hendrickse (Convener: Western Cape)
- Mr Terrance Molobela (Convenor: Free State)
- Prof David Mello (ex officio, Journal of Public Administration [JOPA] representative)

We emphatically worked as a team. We collectively share our successes and the failures in the service of SAAPAM with those who came before us. We are equally indebted to former member of this board for their contribution at the national level and in their respective provincial chapters of SAAPAM.

SAAPAM Provincial Chapters and Special Projects

The health of SAAPAM provincial chapters cannot be delinked from the overall health of SAAPAM as a whole. It is our well-considered view that the provincial chapters show a spread between functionality and semi-functionality. However, it is encouraging that we do not have a dysfunctional chapter. Limpopo, Mpumalanga and Eastern Cape have registered regular and remarkable activities. Other chapters have been doing well. But there is a room for their improvement to reach an exemplary level. As communicated in September 2025 during the AGM, the leadership of all chapters that could not go to elections before the end of the 2025 were reconfigured. The main idea is to have transparent, accountable and unquestionable representatives of the chapters. We are hopeful that the new or renewed leaderships of the chapters will go a long way in elevating the good work of SAAPAM. Organisations like SAAPAM grow through the injection of innovative ideas, fresh energy and new faces. Additionally, SAAPAM Women Desk was successfully launched during the period under review, and it continues to organise activities on latest developments in the discipline. We thank Dr Mamonare Malapane and her Team for the good work in this regard. Given the special nature and role of the Women Desk, it is strategically placed in the Presidency so that its programmes can be prioritised. Keep it up! Engagements between the steering committee, the Presidency and Executive Director's Office are continuing in lieu of exploring the viable ways to achieve the purpose of the Desk.

Special Projects

Visibility of SAAPAM and its members in the ideational space, national and international discourses have been impressive during the period under review. The work of SAAPAM is partly seen through the recognition of the excellence of its members.

For example, two members of SAAPAM were awarded DSTI/ NRF SARChI Chairs during the period under review. Other members continue to register professional growth and promotions in their spaces of professional practice. Besides our books that are published inhouse, in this conference we will also be launching books published elsewhere by our members.

Publications

We have managed to maintain the Department of Higher Education and Training (DHET) accreditation of our Journal of Public Administration under our able editorial team including ad hoc guest editors. Prof Kedibone Phago (NWU) is on the 3rd year of his five years tenure as an Editor in Chief from the 1st January 2024 and concurrently Professor David Mello (UNISA) serves as a 1st Deputy Editor (also read as Managing Editor). As communicated in the AGM of the year 2023, the National Board is expected to field a 2nd deputy editor (female) to mainstream women participation in editorial management and to widen our internal editorial capacity for the journal. Sadly, and due to the reasons beyond our control, this has not been achieved during the period under review. Communication will be furthered to establish the Editorial Management's practical measures and commitment towards the mentorship of women academics in journal editing. However, it is encouraging that general journal mentorship has been observed in journal editing, especially as it relates to special editions.

Our book series continues to commission books and/or receive voluntary books for publication consideration. One of the new books from this series will be launched during the course of this ongoing conference. Our book publishing model assumes author(s)/ editors' financial contribution to the production costs. Given the fact that academic books do not generate

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enough revenue for the publishers and book production costs are high, established publishing house including UJ Press and Oasis are already following this model of shared funding. As and when you plan for book projects, also financially plan for them by internally or externally sourcing book production sponsorships.

Conclusion

This is our 6th conference (including this meeting) in the post-Covid-19. It is taking place shortly before the local government elections in South Africa. Such much anticipated elections and other events in our country's political agenda are an intellectual mine of research and lessons for Public Affairs scholars and practitioners. Despite all imperfections, political and socio-economic challenges, we are coming to this AGM as a strong organisation at different fronts and maintain a certain level of stability and unity.

The membership and professional designations of SAAPAM remains open to all who truly share the organisation's strategic objectives and meet the admission requirements set in the Constitution and other institutional legal instruments.

Thank you!

Professor Kgothatso Shai

SAAPAM President

Professor Nokukhanya Jili-Mbanjwa

SAAPAM Vice-President





EXECUTIVE **DIRECTOR'S** **REPORT**

EXECUTIVE DIRECTOR'S REPORT FOR THE YEAR 2025/6

From Pole-Pole to Lasting
Impact: Advancing
Professionalisation,
Scholarship and Institutional
Development



Prof John N Molepo
SAAPAM Executive Director

1. INTRODUCTION

It is with a deep sense of responsibility and appreciation that I present the Executive Director's Report for the years 2025/6 to the Annual General Meeting of the South African Association of Public Administration and Management (SAAPAM).

The years 2025/6 was significant in the continuing institutional development of SAAPAM and, more particularly, in positioning the Association as an important professional and scholarly partner in the implementation of the professionalisation agenda within South Africa's public sector. The title of this report, "From Pole-Pole to Lasting Impact," captures the character of SAAPAM's institutional journey. The expression pole-pole, meaning "slowly, slowly", reminds us that meaningful institutional development is rarely instantaneous. Sustainable professional institutions are constructed incrementally through scholarship, professional practice, partnerships, mentorship, institutional credibility and consistent engagement with stakeholders.

During 2025/6, SAAPAM continued to translate its mandate into programmes and interventions that connect academic knowledge, professional development and public-sector practice.

The Association's activities increasingly demonstrated that professionalisation cannot be understood merely as the acquisition of qualifications or designations. It is fundamentally concerned with developing competent, ethical, accountable and continuously learning public servants and public administration scholars. The year therefore represented an important phase in moving SAAPAM from incremental institutional consolidation towards long-term and measurable impact.

2. SAAPAM AND THE PROFESSIONALISATION AGENDA

One of the most important developments during 2025/6 was the strengthening of SAAPAM's contribution to the professionalisation agenda through the provision and advancement of professional designations. The growing interest from public

officials, academics and other practitioners seeking professional designations from SAAPAM is particularly encouraging. It demonstrates that there is a growing recognition of the importance of professional identity, professional standards and continuous development within public administration.

The demand for SAAPAM's designations has also created an important institutional opportunity. Rather than professionalisation being viewed as an external policy requirement, SAAPAM is increasingly able to provide a professional home and institutional pathway through which individuals can demonstrate their commitment to professional excellence.

The Association's designations provide an important bridge between:

- academic preparation and professional practice;
- knowledge and competence;
- professional identity and ethical responsibility;
- continuing professional development and lifelong learning; and
- individual professional advancement and institutional performance.

This development positions SAAPAM to make a substantive contribution to the broader professionalisation architecture of the South African public sector. The increased demand for designations further suggests that SAAPAM possesses an important institutional asset: professional legitimacy within the public administration and management community. Our responsibility is therefore to ensure that the designation system continues to uphold credible standards, responds to the needs of the profession and contributes meaningfully to improved public-sector capability.

3. FROM MEMBERSHIP TO A PROFESSIONAL HOME

During the reporting period, SAAPAM experienced encouraging growth in membership. This growth is important not simply because membership numbers are

increasing but because it demonstrates the Association's ability to create a professional and scholarly home for individuals working across the public administration ecosystem.

SAAPAM increasingly brings together:

- academics and researchers;
- public servants and administrators;
- governance practitioners;
- students and emerging scholars;
- policymakers;
- professionals in public-sector institutions; and
- individuals committed to strengthening public administration.

This diversity is one of the Association's greatest institutional strengths. A professional association derives its value from its ability to create communities of knowledge and practice. SAAPAM therefore seeks to ensure that membership goes beyond affiliation and becomes an avenue for professional development, scholarly engagement, networking, mentorship, knowledge exchange and lifelong learning.

The growth in membership during 2025/6 provides a foundation upon which the Association can build a stronger and more representative professional community. Our ambition must be to move from simply having members to developing an active professional community whose members contribute to the advancement of public administration nationally, continentally and internationally.

4. PARTNERSHIPS AND COLLABORATION

SAAPAM's contribution to professionalisation has been strengthened through strategic collaboration with institutions that share a commitment to public-sector capacity development. The Association recognises that the professionalisation of public administration cannot be achieved by a single institution. It requires a multi-institutional ecosystem involving professional bodies, universities, government departments, public entities, professional development institutions and civil society.

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During 2025/6, SAAPAM continued to strengthen its collaborative relationships and establish platforms through which knowledge, expertise and professional development opportunities could be shared. These partnerships have enabled SAAPAM to move beyond the traditional boundaries of an academic association and become a more visible participant in the broader public administration and governance landscape.

Our collaborations have also reinforced the principle that professionalisation requires the integration of theory and practice. Universities generate and transmit knowledge; government institutions provide the context in which public administration is practised; professional bodies establish professional identity and standards; and development institutions facilitate continuous learning. SAAPAM is strategically positioned at the intersection of these spheres.

5. STRATEGIC PARTNERSHIPS AND COLLABORATION IN SUPPORT OF PROFESSIONALISATION

A defining feature of SAAPAM's work during the reporting period was the strengthening of strategic partnerships with key institutions within South Africa's public administration and governance ecosystem. The Association recognises that the professionalisation of public administration is a systemic undertaking that cannot be achieved by a professional association, government institution or academic institution acting in isolation. Professionalisation requires an interconnected institutional ecosystem in which professional standards, academic knowledge, policy direction, institutional practice, continuous professional development and ethical governance reinforce one another. It is within this context that SAAPAM continued to engage with and strengthen relationships with key public-sector institutions, including the Department of Public Service and Administration (DPSA), National School of Government (NSG), Department of Planning, Monitoring and Evaluation (DPME), Public Service Commission (PSC), and Public Service Education and Training Authority (PSETA).

These partnerships have increasingly positioned SAAPAM as a bridge between government, academia and the professional community, enabling the Association to contribute its scholarly and professional expertise to national conversations on public-sector capability and institutional development.

5.1 Department of Public Service and Administration

The relationship with the Department of Public Service and Administration (DPSA) is strategically important given the Department's central role in shaping public administration policy, public-service capability and the professionalisation of the public service.

SAAPAM's engagement with the DPSA provides an important platform through which the Association can contribute scholarly perspectives, professional expertise and practitioner-oriented insights to national debates concerning public-sector professionalism.

The partnership is particularly significant in ensuring that the professionalisation agenda is informed by both policy imperatives and professional practice. SAAPAM seeks to contribute to a public service characterised by competence, ethical conduct, accountability, institutional integrity and a commitment to continuous learning.

Going forward, the Association will continue to strengthen its engagement with the DPSA and explore opportunities for joint programmes, professional development initiatives, scholarly engagements and knowledge-sharing platforms that contribute to the implementation of the professionalisation agenda.

5.2 National School of Government

A particularly important area of collaboration has been SAAPAM's engagement with the National School of Government (NSG). The Association has worked towards ensuring that relevant continuous professional development opportunities are accessible to its members.

This collaboration is directly aligned with the principle that professionalisation does not end when an individual obtains an academic qualification or professional designation.

Rather, professionalisation must be understood as a process of continuous professional learning and development. The provision and promotion of continuing development opportunities enable SAAPAM members to update their knowledge, strengthen their competencies and respond to emerging challenges confronting public administration.

This is particularly important in an environment characterised by rapid institutional, technological, economic and social change. Public administration professionals must therefore remain intellectually engaged and professionally adaptable throughout their careers.

SAAPAM will continue to engage the NSG in expanding access to relevant continuing development programmes and in identifying areas in which the Association's scholarly and professional expertise can complement the NSG's public-sector capacity-development mandate.

5.3 Department of Planning, Monitoring and Evaluation

The Department of Planning, Monitoring and Evaluation (DPME) represents another important partner in advancing a culture of performance, evidence-based decision-making and institutional accountability within the public sector. SAAPAM recognises that professionalisation cannot be separated from the ability of public institutions to plan effectively, monitor implementation, evaluate outcomes and use evidence to improve public-sector performance.

Engagement with the DPME therefore provides an opportunity to connect professional development with the broader questions of state capability, institutional performance, policy implementation and accountability.

Through its scholarly platforms, conferences, webinars and professional engagements, SAAPAM seeks to contribute to a stronger culture of evidence-informed public administration. The Association will continue to explore opportunities for collaboration with the DPME around research, professional dialogue, knowledge dissemination and capacity-building initiatives that contribute to improved public-sector performance.

5.4 Public Service Commission

The Public Service Commission (PSC) occupies a particularly important position within South Africa's public administration architecture, especially in relation to constitutional values and principles governing public administration, ethical conduct, accountability and professional standards.

SAAPAM values its engagement with the PSC as part of the broader effort to strengthen the normative and ethical foundations of public administration. The professionalisation of the public service must ultimately be measured not only by qualifications and technical competencies, but also by the extent to which public officials uphold constitutional values, ethical standards, accountability and the public interest.

The Association's scholarly and professional platforms provide opportunities for continued engagement on these issues, including the relationship between professionalism, ethics, accountability and institutional performance. SAAPAM will continue to strengthen this relationship and create opportunities for scholars, practitioners and public institutions to engage critically with the challenges affecting ethical and professional public administration.

5.5 Public Service Education and Training Authority

The partnership with the Public Service Education and Training Authority (PSETA) has been particularly significant in extending SAAPAM's professionalisation agenda to students and emerging public administration professionals. The SAAPAM-PSETA internship and bursary initiatives have created opportunities for students to gain practical exposure, develop professional competencies and begin establishing meaningful connections with the public sector.

The Association regards student development as an essential component of professionalisation. The profession of public administration cannot be renewed without deliberately investing in the development of its future scholars, practitioners and leaders. Through internships, bursaries, workshops, mentorship and professional exposure, SAAPAM has sought to establish a developmental pathway connecting education, workplace experience and professional identity. The PSETA partnership therefore represents more than an internship arrangement; it forms part of SAAPAM's broader commitment to building a sustainable pipeline of future public administration professionals.

6. STUDENT DEVELOPMENT, MENTORSHIP AND THE NEXT GENERATION

SAAPAM's professionalisation agenda extends beyond established professionals. It must also address the development of the next generation of public administration professionals and scholars.

During 2025/6, the Association continued to invest in students through mentorship, internships, bursary support, workshops and professional exposure. The PSETA-SAAPAM internship programme provided an important mechanism through which students could gain practical exposure while developing an understanding of the relationship between academic knowledge and workplace realities.

Similarly, bursary interventions contributed towards improving access to education and supporting students pursuing studies relevant to public administration and public-sector development. SAAPAM also conducted workshops and developmental engagements aimed at empowering students with knowledge and competencies beyond the formal curriculum.

These interventions are premised on a simple but important principle:

Professionalisation must begin before entry into the public service.

Students must be exposed early to professional ethics, public-sector values, leadership, governance, accountability, research, communication and the practical realities of public administration. Mentorship is therefore not merely a student-support intervention. It is an investment in the future institutional capacity of the South African state. SAAPAM must continue to position itself as a bridge between the classroom, the profession and the public service.

7. WEBINARS, WORKSHOPS AND CAPACITY DEVELOPMENT

Throughout the reporting period, SAAPAM continued to provide platforms for intellectual engagement and professional development through webinars, workshops and other knowledge-sharing activities. These platforms served multiple purposes. They enabled members to engage with contemporary public administration questions, provided opportunities for interaction between scholars and practitioners, and supported continuous professional development.

Importantly, SAAPAM's intellectual programme increasingly reflects the understanding that public administration is an interdisciplinary field.

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Contemporary public-sector challenges require engagement with questions relating to:

- governance and institutional performance;
- public leadership;
- ethics and integrity;
- accountability;
- public finance;
- economic development;
- policy implementation;
- digital transformation;
- professionalisation;
- state capacity; and
- democratic governance.

The Association therefore seeks to ensure that its intellectual activities remain both academically rigorous and practically relevant.

8. SCHOLARSHIP, KNOWLEDGE PRODUCTION AND PUBLICATION

As a learned society, SAAPAM has a fundamental responsibility to contribute to the production, dissemination and application of knowledge in public administration and management. Scholarship is therefore not peripheral to the Association's mandate; it is central to its institutional identity and to its contribution to the development of the discipline and the profession.

During the reporting period, SAAPAM continued to consolidate its position as an important scholarly platform through its journal, books, conferences, research engagements and other academic activities. These initiatives provide opportunities for scholars, researchers, practitioners and emerging academics to contribute to debates concerning public administration, governance, public management and the development of the South African state.

8.1 Journal of Public Administration

A particularly significant component of SAAPAM's scholarly contribution is the Journal of Public Administration (JOPA), the Association's flagship academic journal.

The Journal of Public Administration continues to serve as an important platform for the publication and dissemination of high-quality scholarly research in public administration and related fields. Its continued standing among the leading journals in the social sciences in South Africa is an important indicator of the Association's contribution to knowledge production and scholarly communication. The Journal has, over many years, provided a platform through which researchers and academics can interrogate contemporary questions of public administration and management and contribute evidence-based scholarship to the field. Its continued position among the top ten social science journals in South Africa is a significant achievement for SAAPAM and reflects the importance of maintaining rigorous editorial, peer-review and scholarly standards.

The Journal also contributes to the development of the academic community by providing opportunities for established researchers, emerging scholars and postgraduate students to disseminate research findings and participate in scholarly debates. JOPA represents more than a publication outlet. It constitutes an important part of SAAPAM's intellectual infrastructure and contributes to the institutional memory and continuing development of the discipline of public administration. The Association remains committed to protecting the scholarly integrity of the Journal and to strengthening its quality, visibility, readership and international reach.

8.2 Book Publications and Edited Volumes

In addition to the Journal of Public Administration, SAAPAM has continued to contribute to knowledge production through the publication of books and edited volumes. The Association's book-publishing activities provide an additional avenue for disseminating substantial scholarly contributions that may not be accommodated within conventional journal articles. These publications have enabled scholars and practitioners to engage more

extensively with complex and multidimensional issues confronting public administration and governance.

The publication of books also strengthens SAAPAM's contribution to the development of African scholarship by creating platforms through which South African and African perspectives, experiences and theoretical contributions can enter broader academic discourse.

The Association has pursued opportunities to publish selected conference papers and other scholarly contributions through appropriate academic publishing platforms. This provides continuity between SAAPAM's conferences and its broader knowledge-production mandate, ensuring that intellectual contributions generated through Association activities can be preserved, disseminated and subjected to wider scholarly engagement.

8.3 Conferences as Platforms for Knowledge Production

SAAPAM's annual conferences remain an important component of its scholarly ecosystem. The conference provides a forum where scholars, practitioners, policymakers and students engage with contemporary questions affecting public administration and governance. Importantly, the Association seeks to ensure that conference deliberations do not end when the conference concludes. Selected scholarly contributions can be developed further for publication through journals and books, thereby transforming conference engagement into durable knowledge outputs.

9. VISIBILITY, BRANDING AND COMMUNICATION

One of the notable areas of institutional development has been the strengthening of SAAPAM's visibility and public profile.

The Association has increasingly recognised that an institution cannot fulfil its mandate if its work is not sufficiently visible and accessible to its stakeholders.

During the reporting period, SAAPAM continued to strengthen its presence through:

- media engagements;
- digital communication;
- social media platforms;
- institutional branding;
- promotion of SAAPAM programmes and activities;
- communication with members and stakeholders; and
- dissemination of professional and scholarly opportunities.

The growing digital presence of SAAPAM has enabled the Association to communicate more effectively with a wider constituency.

Visibility, however, should not be understood merely in terms of publicity. For an academic and professional association, visibility must be connected to institutional credibility. Every communication from SAAPAM should therefore reinforce our identity as a professional body committed to excellence, scholarship, ethics, professionalisation and public-sector development. The progress achieved during 2025 provides a strong foundation. Nevertheless, there remains considerable scope to expand SAAPAM's media footprint, strengthen its digital communication strategy and position the Association more prominently in national conversations concerning public administration and governance.

10. THE OFFICE OF THE EXECUTIVE DIRECTOR

The Office of the Executive Director has continued to serve as an important administrative and operational centre for the Association.

The Executive Director's responsibilities extend considerably beyond the visible activities of conferences and public engagements. The office provides institutional coordination and administrative continuity necessary for the functioning of the Association.

Executive Director Report

During the reporting period, the Office was involved in, among other responsibilities:

- administration of membership matters;
- coordination of professional designation processes;
- administration and coordination of scholarly publications;
- communication with members and stakeholders;
- coordination of SAAPAM programmes and activities;
- engagement with universities, government institutions and professional partners;
- support to SAAPAM chapters and structures;
- coordination of meetings and institutional processes;
- administration associated with conferences and academic events;
- stakeholder engagement and partnership development;
- support for student development initiatives;
- coordination of internship and bursary-related interventions;
- management of institutional correspondence;
- support to the Board and other governance structures; and
- implementation of resolutions and programmes of the Association.

The Executive Director's Office has therefore functioned as an important link between governance, administration, membership, scholarship, professional development and stakeholder relations.

The continued growth of SAAPAM has, however, also increased the demands placed on the administrative office. As the Association expands its professional designations, membership base, partnerships and scholarly activities, there is a need to continuously strengthen the administrative systems and institutional capacity supporting the Association.

11. THE ROAD AHEAD: FROM GROWTH TO LASTING IMPACT

The progress made during 2025/6 provides a strong platform for the next phase of SAAPAM's institutional development. As the Association moves forward, the central challenge is to transition decisively from activity to impact. While the number of programmes implemented, webinars conducted, workshops convened, members recruited and professional designations awarded remains important, the more fundamental question is what difference these interventions make to individuals, institutions and the public administration profession. SAAPAM must therefore increasingly orient its strategic agenda towards measurable and sustainable outcomes. This requires the Association to strengthen the credibility, accessibility and relevance of its professional designations while maintaining rigorous professional standards; expand partnerships that provide members with meaningful opportunities for continuing professional development and lifelong learning; and deepen its investment in the next generation of public administration professionals through mentorship, internships, bursaries, student development and early-career support. At the same time, SAAPAM must continue to strengthen its position as a scholarly institution by promoting high-quality research, knowledge production, publication, research collaboration and evidence-based engagement with contemporary public-sector challenges. Equally important is the need to transform membership growth into a stronger sense of professional community and belonging, where members are not merely affiliated with the Association but actively participate in its intellectual, professional and developmental activities. The next phase of SAAPAM's journey must therefore be characterised by quality, relevance, measurable outcomes and institutional sustainability, ensuring that every programme and partnership contributes to the broader

objective of building a competent, ethical, professional and continuously learning public administration community. In this transition from pole-pole to lasting impact, SAAPAM's success will ultimately be measured not by the volume of activities undertaken, but by the enduring value those activities create for its members, students, institutions, the discipline and the public administration profession.

12. CONCLUSION

The year 2025/6 represents an important chapter in SAAPAM's institutional journey, characterised by deliberate progress from the gradual steps of pole-pole towards building a more enduring professional institution capable of making a lasting contribution to public administration, professionalisation, scholarship and public-sector development. The growing demand for professional designations, increased membership, strengthened strategic partnerships, student development and mentorship initiatives, expanded continuing professional development opportunities, sustained scholarly activities and enhanced public visibility collectively demonstrate that SAAPAM is occupying an increasingly important position within South Africa's public administration ecosystem. Yet, the journey remains far from complete. Our responsibility is to ensure that growth is accompanied by quality, visibility by credibility, membership by meaningful participation, professional designations by competence and ethical practice, and scholarship by knowledge that contributes to improved public administration and institutional performance. Ultimately, SAAPAM's success will not be measured by its size or the volume of activities undertaken, but by the lasting impact it makes on its members, students, scholars, practitioners, institutions and, more broadly, the quality and professionalism of public administration in South Africa. I therefore wish to express my sincere appreciation to the President and Board of SAAPAM, chapter leadership, members, academics, public-sector practitioners,

students, strategic partners, sponsors and all stakeholders whose commitment and contributions sustained the work of the Association during 2025. I particularly acknowledge those who continue to believe in the importance of a strong, ethical, professional and intellectually vibrant public administration profession. As we enter the next phase of SAAPAM's development, our responsibility is to consolidate what has been built, strengthen what is working, address areas requiring improvement and institutionalise the gains achieved so that the Association's contribution extends beyond the present generation. Our journey may have begun pole-pole, but our collective ambition must remain firmly directed towards lasting impact.

Professor John N Molepo

SAAPAM Executive Director

Annual Financial Statements

Registration number: 039-162 NPO
Annual Financial Statements for
the year ended 31 December 2025

Compiled Financial Statements
Prepared by: Katlego J Baloyi
Professional Accountant (SA)
South African Institute of
Professional Accountants
(SAIPA) Practice number: 21684

ANNUAL FINANCIAL STATEMENTS



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GENERAL INFORMATION

COUNTRY OF INCORPORATION AND DOMICILE

South Africa

NATURE OF BUSINESS

Publication of Academic journals
relating to Public Administration

MANAGEMENT

President: Prof K Shai

Deputy President: Prof N Jili -Mbanjwa

Executive Director: Prof JN Molepo

Chief Editor: Prof K Phago

Deputy Editor: Prof D Mello

Prof H Munzhedzi - Limpopo

Dr S Pillay - Eastern Cape

Dr N Ndebele - Kwa-Zulu Natal

Dr E Chesa - North West

Dr S Mahlala - Northern Cape

Prof Z Mthombeni - Gauteng

Mr J Mudau - Mpumalanga

Prof R Hendrickse - Western Cape

Dr C Motsisi - Free State

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BUSINESS ADDRESS

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BANKER

Standard Bank South Africa

COMPILER

**KR AND TMS BUSINESS SOLUTIONS
(PTY) LTD Stand 7360/39 Endeni
Street Soshanguve East Ext 3 0152**

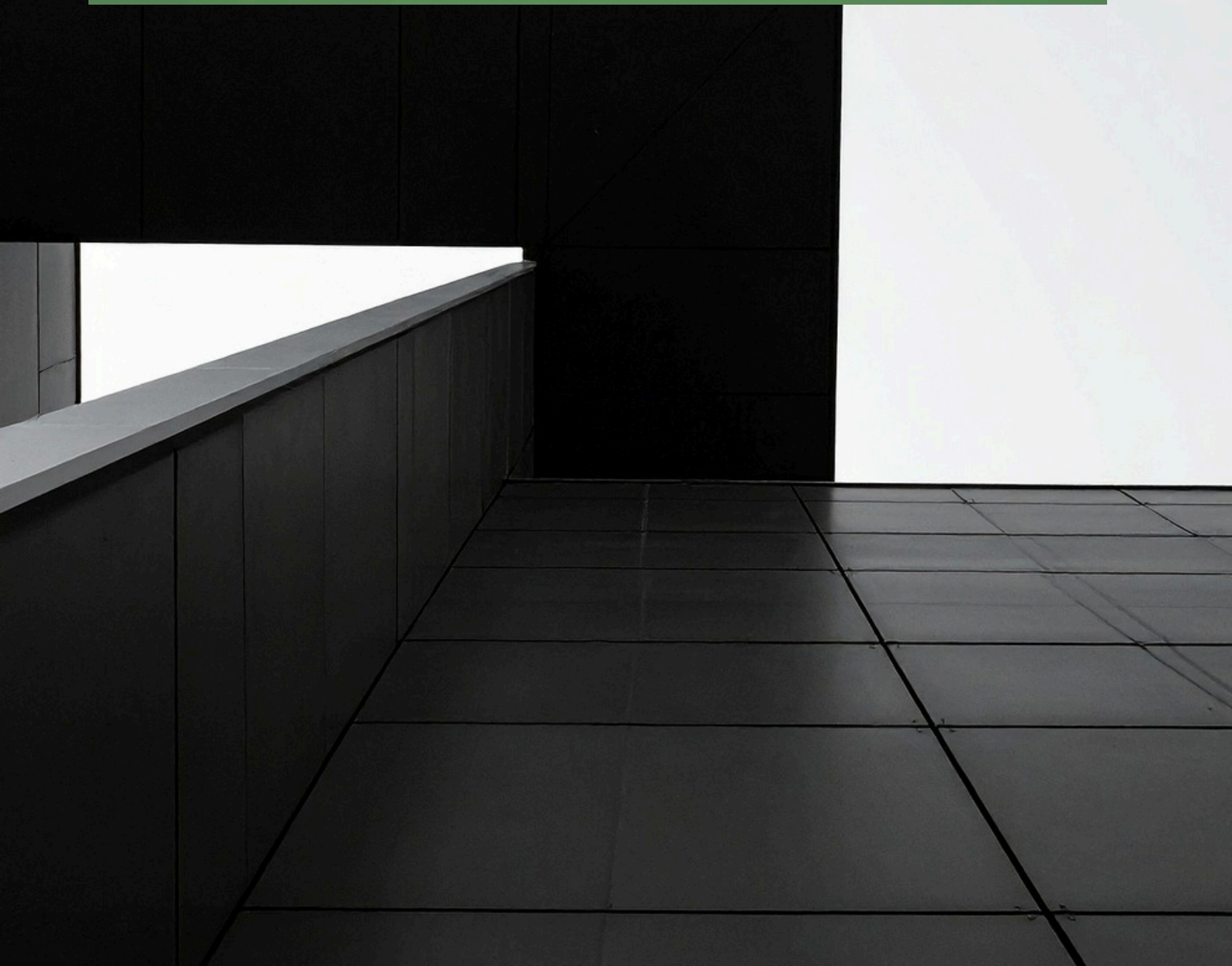
Acronyms:

PSETA : Public Service Sector Education and Training Authority

SAQA : South African Qualifications Authority

SAAPAM : South African Association of Public Administration and
Management

NPO : Non-Profit Organisation



To the Management of South African Association of Public Administration and Management

We have compiled the accompanying management statements of South African Association of Public Administration and Management based on information you have provided. These annual financial statements comprise the statement of financial position of South African Association of Public Administration and Management as at 31 December 2025, the statement of comprehensive income, the statement of changes in reserves and the statement of cash flows for the year then ended, a summary of significant accounting policies and other explanatory information.

We performed this compilation engagement in accordance with International Standard on Related Services 4410 (Revised), Compilation Engagements.

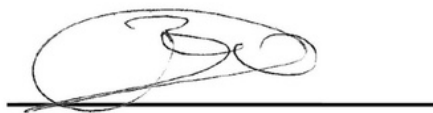
We have applied our expertise in accounting and financial reporting to assist you in the preparation and presentation of these financial statements in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities. We have complied with relevant ethical requirements, including principles of integrity, objectivity, professional competence and due care.

These financial statements and the accuracy and completeness of the information used to compile them are your responsibility.

Since a compilation engagement is not an assurance engagement, we are not required to verify the accuracy or completeness of the information you provided to us to compile these financial statements. Accordingly, we do not express an audit opinion or a review conclusion on whether these financial statements are prepared in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities and the requirements of the Companies Act of South Africa.

KR AND TMS BUSINESS SOLUTIONS

18/05/2026



KJ Baloyi

Professional Accountant (SA) Practice
number: 21684 South African Institute of
Professional Accountants (SAIPA)

**Stand 7360/39 Endeni Street
Soshanguve East Ext 3 0152**

To the Management of South African Association of Public Administration and Management

Management is required to maintain adequate accounting records and are responsible for the content and integrity of the annual financial statements and related financial information included in this report. It is their responsibility to ensure that the management statements satisfy the financial reporting standards as to form and content and present fairly the statement of financial position, results of operations and business of the organisation, and explain the transactions and financial position of the business of the organisation at the end of the financial year. The annual financial statements are based upon appropriate accounting policies consistently applied throughout the organisation and supported by reasonable and prudent judgements and estimates.

Management acknowledges that they are ultimately responsible for the system of internal financial control established by the organisation and place considerable importance on maintaining a strong control environment. To enable management to meet these responsibilities, the management committee sets standards for internal control aimed at reducing the risk of error or loss in a cost effective manner. The standards include the proper delegation of responsibilities within a clearly defined framework, effective accounting procedures and adequate segregation of

duties to ensure an acceptable level of risk. These controls are monitored throughout the organisation and all employees are required to maintain the highest ethical standards in ensuring the organisations business is conducted in a manner that in all reasonable circumstances is above reproach.

The focus of risk management in the organisation is on identifying, assessing, managing and monitoring all known forms of risk across the organisation. While operating risk cannot be fully eliminated, the organisation endeavours to minimise it by ensuring that appropriate infrastructure, controls, systems and ethical behaviour are applied and managed within predetermined procedures and constraints.

Management is of the opinion, based on the information and explanations given by management that the system of internal control provides reasonable assurance that the financial records may be relied on for the preparation of the annual financial statements. However, any system of internal financial control can provide only reasonable, and not absolute, assurance against material misstatement or loss. The going-concern basis has been adopted in preparing the financial statements. Based on forecasts and available cash resources management has no reason to believe that the organisation will not be a going

concern in the foreseeable future. The financial statements support the viability of the organisation. The professional accountants are responsible for reporting on the annual financial statements. The professional accountants' compilation report is presented on page 2.

The annual financial statements as set out on pages 5 to 12 were approved by the management committee on 18 May 2026 and were signed on its behalf by:



Professor Kgothatso Shai
SAAPAM President



Professor Nokukhanya Jili-Mbanjwa
SAAPAM Vice-President



Professor John N Molepo
SAAPAM Executive Director

MANAGEMENT'S REPORT

The management committee present their report for the year ended 31 December 2025.

1. Review of activities

Main business and operations. The operating results and statement of financial position of the organisation are fully set out in the attached financial statements and do not in our opinion require any further comment.

2. Going concern

The annual financial statements have been prepared on the basis of accounting policies applicable to a going concern. This basis presumes that funds will be available to finance future operations and that the realisation of assets and settlement of liabilities, contingent obligations and commitments will occur in the ordinary course of business.

3. Events after reporting date

All events subsequent to the date of the annual financial statements and for which the applicable financial reporting framework require adjustment or disclosure have been adjusted or disclosed.

4. Management

The management of the organisation during the year and to the date of this report are as follows:

President: Prof K Shai

Deputy President: Prof N Jili-Mbanjwa

Executive Director: Prof JN Molepo

Chief Editor: Prof K Phago

Deputy Editor: Prof D Mello

Prof H Munzhedzi - Limpopo

Dr S Pillay - Eastern Cape

Dr N Ndebele - Kwa-Zulu Natal

Dr E Chesa - North West

Dr S Mahlala - Northern Cape

Prof Z Mthombeni - Gauteng

Mr J Mudau - Mpumalanga

Prof R Hendrickse - Western Cape

5. Compilers

KR AND TMS Business Solutions were the compilers for the year under review.





INDEPENDENT AUDITOR'S REPORT

Date: 20th August 2026

To the Members and Management of SOUTH AFRICAN ASSOCIATION OF PUBLIC ADMINISTRATION AND MANAGEMENT, Registration no: 039-162 NPO

We have audited the financial statements of South African Association of Public Administration And Management which comprise the statement of financial position as at 31st December 2025, and the statement of comprehensive income, and a summary of significant accounting policies and other explanatory notes, and the Member's report as set out from page 5 to 12.

Member's Responsibility for the Financial Statements

The Organization's members are responsible for the preparation and fair presentation of these financial statements in accordance with generally accepted accounting Standards and in the manner required by the NPO Act no 71 of 1997. This responsibility includes: designing, implementing and maintaining internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.





Restriction in the use of this Independent audit Report

This Report has been issued without alterations, cancelations or amendments. Report has been issued to the members and the interested informed users of these financial statements. This report shall be used only for the matters that can be defined as legal as per the constitution of the Republic of South Africa. Any reproduction of this audit report will render the original audit report invalid.

Unqualified Audit Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of South African Association Of Public Administration And Management at 31st December 2025 and its financial performance for the year then ended in accordance with Generally Accepted Accounting Practice, and in the manner required by NPO Act no 71 of 1997.

MR MT Nameng CA (SA)
Registered Accountant and Auditors
Tel.0769906906/0655907231
20th August 2026

NamengInc
Chartered Accountants(SA)
Registered Accountants and Auditors Reg:903751
M: 065 590 7231 / 076 990 6906
E: namengmt@namenginc.co.za
W: www.namenginc.co.za
A: 379 Queens Crescent Street, Sunwood Park, Lynnwood, 0081

Annual Financial Statements for the year ended 31 December 2025

Statement of Financial Position

Figures	Notes	2025	2024
Assets			
Non-Current Assets			
Property, plant and Equipment	3	840	2,519
Intangible Assets	4	86,088	111,273
		<u>86,928</u>	<u>113,792</u>
Current Assets			
Cash and cash equivalents	5	1,911,680	1,029,647
		<u>1,911,680</u>	<u>1,029,647</u>
Total Assets		<u>1,998,608</u>	<u>1,143,438</u>
Equity and Liabilities			
General Reserves	6	1,998,608	1,143,438
		<u>1,998,608</u>	<u>1,143,438</u>
Total Equity and Liabilities		<u>1,998,608</u>	<u>1,143,438</u>

Statement of Comprehensive Income

Figures		2025	2024
Revenue	7	9, 235, 129	5, 746, 373
Other Income		18, 427	35, 665
Operating Expenditure		(8, 379, 960)	(5, 965, 161)
		<u>873, 596</u>	<u>(183, 123)</u>
Surplus/ (Deficit) for the year		<u>873, 596</u>	<u>(183, 123)</u>
Retained income at 1 January		1, 179, 103	1, 362, 225
2025/ (Deficit) of the Year		873, 596	(183, 123)
Accumulated Income/ (Deficit) as at 31 December 2025	5	<u>2, 052, 699</u>	<u>1, 179, 103</u>

Statement of Change in Reserves

Figures in R		Accumulated Income/Deficit	Total
Balance at 1 January 2024		1, 362, 226	1, 362, 226
Total Comprehensive Income for the Year			
Surplus/ (Deficit) for the year		<u>(218, 788)</u>	<u>(218, 788)</u>
		<u>(218, 788)</u>	<u>(218, 788)</u>
Balance at 31 December 2024		<u>1, 143, 438</u>	<u>1, 143, 438</u>
Balance at 1 January 2025		1, 143, 438	1, 143, 438
Total Comprehensive Income for the Year			
Surplus/ (Deficit) for the year		<u>855, 170</u>	<u>855, 170</u>
Total Comprehensive Income for the Year		<u>855, 170</u>	<u>855, 170</u>
Balance at 31 December 2025	5	<u>1, 998, 608</u>	<u>1, 998, 608</u>

Statement of Cash Flows

Figures of R	Notes	2025	2024
Cash Flow from Operating Activities		855,170	(218,788)
Adjustment for:			
Amortisation of Intangible Assets		25,185	49,426
Depreciation of Property Plant and Equipment		1,679	1,679
Net Cash Flow from Operating Activities		856,864	(167,683)
Cash Flow used in Investing Activities			
Acquisition of Intangible Assets	3	-	(125,925)
Net Cash Flow used in Investing Activities		-	(125,925)
Net Decrease in Cash and Cash Equivalents		856,848	(293,608)
Cash and Cash Equivalent at the beginning of the year		1,029,647	1,323,254
Cash and Cash Equivalent at the end of the year	4	1,886,495	1,029,647

ACCOUNTING POLICIES

1. General information

South African Association of Public Administration and Management is a non-profit organisation.

2. Summary of significant accounting policies

These annual financial statements have been prepared in accordance with the International Financial Reporting Standards for Small and Medium-sized Entities issued by the International Accounting Standards Board. The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

These financial statements have been prepared under the historical cost convention and are presented in South African Rands.

2.1 Revenue recognition

Revenue comprises the fair value of the consideration received or receivable for the sale of goods in the ordinary course of the organisation's activities. Revenue is shown net of value-added tax, returns, and discounts.

The organisation recognises revenue when: the amount of revenue can be reliably measured; it is probable that future economic benefits will flow to the entity; and specific criteria have been met for each of the organisation's activities, as described below:

2.1.1 Services revenue

The service rendered is recognised as revenue by reference to the stage of completion of the transaction at the balance sheet date.

2.2 Government grants

Grants from the government are recognised at their fair value in profit or loss where there is a reasonable assurance that the grant will be received and the organisation has complied with all attached conditions. Grants received where the organisation has yet to comply with all attached conditions are recognised as a liability (and included in deferred income within trade and other payables) and released to income when all attached conditions have been complied with. Government grants received are included in 'other income' in profit or loss.

2.3 Property, plant and equipment

Items of property, plant and equipment are measured at cost less accumulated depreciation and any accumulated impairment losses.

Costs include costs incurred initially to acquire or construct an item of property, plant and equipment and costs incurred subsequently to add to, replace part of, or service it. If a replacement cost is recognised in the carrying amount of an item of property, plant and equipment, the carrying amount of the replaced part is derecognised.

Accounting Policies

Depreciation is charged so as to allocate the cost of assets less their residual values over their estimated useful lives, using the straight-line method. The following rates are used for the depreciation of property, plant and equipment:

IT equipment	33.33%
Office Equipment	20.00%

Summary of significant accounting policies continued...

2.4 Intangible assets

Intangible assets are recognised if it is probable that the future economic benefits that are attributable to the asset will flow to the entity and the cost of the asset can be measured reliably. There are specific recognition criteria for internally-generated intangible assets.

Items of intangible assets are measured at cost less accumulated amortisation and any accumulated impairment losses.

Amortisation is charged so as to allocate the cost of assets less their residual values over their estimated useful lives, using the straight-line method. The following rates are used for the amortisation of intangible assets:

Membership, Article and Journal Software	20.00%
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2.5 Cash and cash equivalents

Cash and cash equivalents includes cash on hand, demand deposits and other short-term highly liquid investments with original maturities of three months or less. Bank overdrafts are shown in current liabilities on the statement of financial position.

2.6 Trade payables

Trade payables are recognised initially at the transaction price and subsequently measured at amortised cost using the effective interest rate method.

2.7 Grants

Grants received are recognised at the fair value in profit or loss where there is a reasonable assurance that the grants will be received and the organisation has complied with all attached conditions. Grants received where the organisation has yet to comply with all attached conditions are recognised as liability (and included in deferred income within trade and other payables) and released to income when all attached condition have been complied with. Grants received are included in revenue in profit or loss.

Notes to the Financial Statements

Figures in R	2025	2025
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3 Property, Plant and Equipment

	Cost	Accumulated Depreciation	2025 Carrying Value	Cost	Accumulated Depreciation	2024 Carrying Value
Owned assets						
Computer Equipment	60,095	(60,094)	1	60,095	(60,094)	1
Office Equipment	8,394	(7,555)	839	8,394	(5,876)	2,519
	68,489	67,649	840	68,489	65,970	2,519

The carrying amounts of property, plant and equipment can be reconciled as follows:

	Carrying value at beginning of year	Additions	Disposal	Depreciation	2025 Carrying value at end of year
Computer Equipment	1			-	1
Office Equipment	2,518			(1,679)	839
	2,519	-	-	(1,679)	840

4 Intangible Assets

	Cost	Accumulated Depreciation	2025 Carrying Value	Cost	Accumulated Amortisation	2024 Carrying Value
Owned assets						
Membership, Articles & Website	424,109	338,021	86,088	424,109	(312,836)	111,273
	424,109	(338,021)	86,088	424,109	(312,836)	111,273

The carrying amounts of property, plant and equipment can be reconciled as follows:

	Opening Balance	Development costs Capitalised	Revaluations	Disposal	Amortisation	2024 Carrying Value at end of year
Membership, Articles & Website	424,109	-	-	-	(25,185)	86,088
	424,109		-	-	(25,185)	86,088

Notes to the Financial Statements

Figures in R	2025	2024
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Notes to the financial statements continued...

5. Cash and cash equivalent

Favorable cash balance Standard Bank (012580015)	1, 911, 680	1, 911, 680
	1, 911, 680	1, 911, 680

6. General Reserves

Accumulated Funds/(Deficit) Surplus/(Deficit) for the year	1, 143, 438 855, 170	1, 362, 225 (218, 788)
	1, 998, 607	1, 143, 437

7. Employee related cost

Staff Salaries PSETA Internship Stipend	492, 142 2, 344, 325	356, 806 1, 801, 225
	2, 836, 467	2, 158, 031

8. Revenue

Membership Fees	310, 889	172, 762
Annual Conference Income	3, 645, 789	2, 623, 926
Conference Income - Sponsorship	315, 000	150, 000
Journal Income - Page Fees	766, 500	622, 183
Journal Income - Special Issue	165, 323	136, 886
Journal Income - Subscription	-	4,000
PSETA Grant	4, 006, 003	1, 995, 550
	9, 209, 505	5, 705, 307.94

9. Other Income

Book Sales Royalties	7, 198 18, 427	5,400 35, 665
	25, 625	41,085

Notes to the Financial Statements

Figures in R	2025	2024
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Notes to the financial statements continued...

Revenue	9, 209, 505	5, 705, 308
Membership Fees	310, 889	172, 762
Annual Conference Income	3, 645, 789	2, 623, 926
Conference Income - Sponsorship	315, 000	150, 000
Journal Income - Page Fees	766, 500	622, 183
Journal Income - Special Issue	165, 323	136, 886
Journal Income - Subscription	-	4,000
PSETA Grant	4, 006, 003	1, 995, 550

Other Income

Book Sales	25, 625	41, 065
Royalties	7, 198	5, 400
	18, 427	35, 665

Gross Income	9, 235, 129	5, 746, 373
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Expenditure

Accounting Fees	(8000)	(8000)
Advertising & Promotions	(94, 143)	(89, 448)
Amortisation	(25, 185)	(49, 426)
Audit Fees	(28, 500)	(25, 800)
Bank Charges	(11, 846)	(10, 861)
Bursaries	(840, 270)	-
Condolences	-	(10, 000)
Depreciation	(1,679)	(1, 679)
Copy Editor	(255, 721)	(185, 594)
Employee Related Cost	(2, 836, 467)	(2, 158, 031)
Production Journal	(142, 684)	(341, 861)
Annual Conference Expense	(3, 486, 553)	(2, 590, 986)
Printing & Stationary	(13, 404)	-
Meeting and Catering	(47, 184)	(12, 068)
Internet & Subscriptions	(9, 747)	(16,386)
SAQA	(75, 000)	(4,900)
Travel, Accommodation & Substinence	(456, 177)	(421, 059)
Workshops/Training, Research Expense	(47, 400)	(14, 012)
	(8, 379, 960)	(5, 965, 161)

Surplus/(Deficit) for the year	855, 170	(218, 788)
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