



Adventist University of Africa

2025 Research Conference

MORAL LEADERSHIP & SOCIAL JUSTICE

FROM MULTIDISCIPLINARY PERSPECTIVES



**September 9-12, 2025
AUA Campus, Nairobi, Kenya**

“The greatest want of the world is the want of men—men who will not be bought or sold, men who in their inmost souls are true and honest, men who do not fear to call sin by its right name, men whose conscience is as true to duty as the needle to the pole, men who will stand for the right though the heavens fall.”

Ellen G. White, Education, p. 57

INFORMATION PAGE

Conference Program Overview

The 2025 Multidisciplinary Research Conference is organised as an in-person conference. We have designed the program to ensure the best experience for your convenience. We encourage you to take some time to review the conference program. It details the daily activities, sessions, and other vital information to help you plan your participation effectively.

The Presentation Sessions are scheduled for 30 minutes (including Q&A) consecutively from Wednesday to Friday. There are two (2) sessions in each time slot—you will choose which presentation to attend according to your interests.

Good Health for All

We want you to be healthy during this Research Conference. We have added Physical Activity Nudges to the program. When you see this logo, let it remind you to *get up and move around!*



Let's Move for Good Health!

Explore our Serene Campus

We warmly invite you to explore our beautiful campus and enjoy its unique atmosphere in the evenings after supper.



MESSAGE FROM THE VICE-CHANCELLOR ADVENTIST UNIVERSITY OF AFRICA



Vincent R. Injety, PhD
Vice-Chancellor

Dear Participants,

Welcome to Adventist University of Africa's 2025 International Conference on Moral Leadership and Social Justice! Moral leadership and social justice are two interconnected concepts that have shaped human societies across history. Moral leadership refers to the practice of guiding others with integrity, ethical clarity, and a commitment to the common good. Social justice is the principle that all individuals deserve fair treatment, equal access to resources, and opportunities regardless of race, gender, religion, or socio-economic background. Understanding these concepts through multiple disciplines—theology, business, philosophy, political science, and economics—reveals their depth, complexity, and relevance in addressing contemporary challenges. We convene scholars, practitioners, faith leaders, activists, and policymakers to explore how these core virtues empower leaders to amplify the critical voices of underserved communities, foster internal and external deliberations, and cultivate leadership models for systemic change.

Moral leadership and social justice, viewed through multidisciplinary lenses, reveal that ethical guidance and fairness are not merely abstract ideals but actionable principles that can transform societies.

The various disciplines provide approaches that are useful for developing a wholistic framework. For example: Philosophy gives moral leadership its ethical foundation; sociology situates it in social systems; psychology uncovers the human motivations behind it; political science turns it into governance; theology imbues it with spiritual depth; and economics grounds it in material realities. In an increasingly interconnected and complex world, the fusion of these perspectives provides leaders with a holistic framework to champion justice, inspire trust, and guide humanity toward a more equitable future. We believe that by organising this conference, presenters and scholars will share practical approaches rooted in moral conviction to drive tangible progress towards equity and development.

Adventist University of Africa is privileged to be a thought leader in this space and make a difference. Join us to advance leadership rooted in moral purpose, collective empowerment and transformative justice.

Welcome!

**MESSAGE FROM THE DEPUTY VICE-CHANCELLOR, ACADEMIC
ADMINISTRATION
ADVENTIST UNIVERSITY OF AFRICA**



Risper Awuor, PhD
Deputy Vice-Chancellor for Academic Administration

Dear Participants,

It is my great pleasure to welcome all the speakers, guests, presenters, and attendees to this conference, which focuses on moral leadership and social justice from multidisciplinary perspectives. Your intentional decision to participate in this auspicious conference brings great energy and makes this conference very special. Welcome to the Adventist University of Africa (AUA)!

I take this opportunity to thank the organisers of the conference, the hosting institution, and all the organisations and institutions represented in this timely event. We are proud to host this conference and look forward to interactions among scholars from various academic disciplines that will foster the development of the moral sense in our societies, encouraging people to value social justice at a time when the world seems to overlook fairness and the equitable distribution of resources, education, and employment opportunities.

At the end of this conference, I believe that the participants and all those who will read the published articles will be educated and transformed to value and foster social justice and human rights. Once again, welcome to AUA.

MESSAGE FROM THE DIRECTOR, RESEARCH & GRANTS DEVELOPMENT ADVENTIST UNIVERSITY OF AFRICA



Josephine Ganu, PhD
Director, Research & Grants Development

Dear Conference Participants,

Welcome to the 2025 conference on Moral Leadership and Social Justice from Multidisciplinary Perspectives at the Adventist University of Africa (AUA)! Research is not just a priority at AUA; it is at the core of our vision. Our commitment to research fuels our desire to explore and engage. Hence, we organise annual conferences that unite scholars, students, and professionals from diverse fields to promote intellectual and professional growth.

Moral leadership is not confined to one discipline or vocation. It requires the collective wisdom of theology, education, business, science, and many other fields. Each field provides insights into how justice can be pursued, how integrity can be safeguarded, and how communities can flourish in dignity.

Our conference theme evokes the timeless challenge captured in the words of Ellen G. White in her book entitled *Education* (p. 57): “The greatest want of the world is the want of men—men who will not be bought or sold; men who in their inmost souls are true and honest; men who do not fear to call sin by its right name; men whose conscience is as true to duty as the needle to the pole; men who will stand for the right though the heavens fall.” These words remind us that ethical leadership is anchored on truth, justice, principles, and moral courage.

I pray that we will draw strength from our diverse disciplines and reaffirm our shared commitment to become those men and women who will not be bought or sold and rise to the challenge of ethical leadership and social justice.

You are warmly welcome to the beautiful campus of the Adventist University of Africa in Kenya. Gain knowledge, share ideas, build connections, and enjoy the conference!

TUESDAY: PUBLIC LECTURE

Ethics & Human Rights Through the Lens of Faith

Speaker Spotlight



**Prof. Marion Mutugi, EBS
Commissioner, Kenya National Commission on Human Rights**

Marion Wanjiku Mutugi, a professor of genetics, graduated with a PhD from the University of Edinburgh, Scotland, in 1993. The dynamic scholar, trainer, and manager who is widely published in her area of medical genetics and more recently bioethics has a personal motto: “What’s worth doing is worth doing well”. Her current focus is on the ethical application of research findings and advances in science for the promotion and protection of human rights.

Prof Mutugi, who has worked in various public and private research institutions and universities, is currently a Commissioner with the Kenya National Commission on Human Rights (KNCHR).

She previously served as the Vice-Chancellor of Amref International University (AMIU), and prior to that was the Deputy Vice-Chancellor in Charge of Planning, Research and Development at the University of Kabianga. Before then, she was the Director, Institute of Tropical Medicine and Infectious Diseases (ITROMID) at the Jomo Kenyatta University of Agriculture and Technology (JKUAT). She is an accomplished trainer through whose hands many biomedical and health professionals in the region have passed.

In addition, Prof Mutugi has been involved in many international and national government activities in various agencies, institutions, committees, and task forces. In 2011, the President of the Republic of Kenya awarded the mother of two adult children with the “Elder of the Order of the Burning Spear (E.B.S.)” in recognition of her service to the nation.

WEDNESDAY: PLENARY SPEAKER

Integral Imperative of Moral Leadership

Speaker Spotlight



Prof. Vincent R. Injety
Vice-Chancellor, AUA

Professor Vincent Injety has over 35 years of experience serving in four higher education institutions, including 17 years in executive leadership roles. His professional journey has taken him to four countries in three SDA Divisions across two continents. Currently, he is the Vice-Chancellor of Adventist University of Africa.

He began his teaching career at Spicer Adventist University, India. He then moved to Solusi University, Zimbabwe, as MBA Program Director, later serving as Dean of the Faculty of Business, and then as Pro-Vice-Chancellor. Afterwards, he joined Helderberg College of Higher Education in South Africa, serving as Dean of the Faculty of Business Studies, then as Vice President for Academic Administration, and eventually as President, before assuming his current role at Adventist University of Africa.

He holds a Master of Business Administration from Andrews University, a Doctor of Philosophy in Management from the University of Pune, and a Postgraduate Diploma in Higher Education from the University of South Africa. His teaching, research, and publications focus on Strategic Management, Leadership, and General Management.

THURSDAY: PLENARY SPEAKER

The Power of ONE in Shaping a More Morally Upright African Society

Speaker Spotlight



Prof. Rose Odhiambo

Chief Officer, Gender, Culture and Social Services, County Government of Migori, Kenya

Prof. Rose Aoko Ogwang-Odhiambo is a distinguished scholar whose work blends scientific rigour in parasitology and immunology with passionate advocacy for gender equity in education and institutional leadership. She is an Associate Professor of immunology and parasitology at Egerton University's Faculty of Science and a respected global health and gender-mainstreaming specialist.

As a former Director of the Gender Institute at Egerton and the first CEO of Kenya's National Gender and Equality Commission (2012–14), she has championed women's education, health, and empowerment across Kenya. Prof. Ogwang-Odhiambo also worked at the Kenya Medical Research Institute (KEMRI) as a researcher for eight years, focusing on malaria and HIV/AIDS research.

She co-founded WISER (Women's Institute for Secondary Education and Research) in Migori County—which offers full scholarships and has empowered over 400 young women to continue to university—after partnering with Duke University to launch an HIV/AIDS awareness and education initiative.

Prof. Ogwang-Odhiambo's research expertise and publications span global health (notably malaria, HIV/AIDS), parasitology, immunology, gender and development, as well as science education and policymaking, earning her the Head of State Commendation in 2014. She currently serves in the Migori County Government as a Chief Officer and sits on the boards of Kamagambo Adventist College and St. Albert's Girls Ulanda.

In addition, Prof. Ogwang-Odhiambo is a Pastor's Wife (Shepherdess), married to Pastor Philemon Odhiambo (WKUC) and blessed with four sons and four grandchildren. Prof.'s contributions reflect a profound commitment to transforming both academic institutions and societal structures for greater equity and inclusion.

Speaker Spotlight



Dr. Watson Mbiriri
Zimbabwe East Union Conference of Seventh-day Adventists, Zimbabwe

Dr. Watson Mbiriri is an ordained pastor who has served the Seventh-day Adventist Church in various roles for over 23 years. He began his career as a school chaplain, later became a district pastor, and most recently holds the position of departmental director at Zimbabwe East Union Conference. He is currently the interim Dean of Students and Chaplain at The Great Heights University, a soon-to-launch institution that the Church is establishing in Zimbabwe.

Dr. Mbiriri holds a Ph.D. in Old Testament studies from the Adventist International Institute of Advanced Studies (AIAS) in the Philippines. He also studied at the University of Zimbabwe and Solusi University. He serves as an adjunct lecturer for Adventist University of Africa and Solusi University.

Dr. Mbiriri's research interests are in Israel's 8th-century BC prophets. He served two terms as the president of the AIAS African Theological Association and has presented and published in various academic settings. He is currently working on a project that seeks to proffer a novel canonical and historical reading of the Three Angels' Messages. In addition to biblical studies, his interests include astronomy, the science of origins, general history, church history, and creative video production.

Dr. Mbiriri has had the privilege of being an invited speaker at numerous church gatherings across many countries worldwide. He is married to Dr. Alaisa, and they have three children: Maka, Mako, and Tata. The family resides in Harare, Zimbabwe.





ELLA SMITH SIMMONS' ANNUAL PUBLIC LECTURE

Judith Thomas Library Auditorium
 Tuesday, September 9, 2025
 2:30 pm – 4:30 pm

ACTIVITY	RESPONSIBLE
Arrival of Guests	Ushers
National Anthem & University Anthem	Pauline Njine, MSc. & Team
Opening Prayer	Samson Ooko, MSc. Registrar
Opening Remarks	Josephine Ganu, PhD Director, Research & Grants Development
Welcome Remarks	Vincent R. Injety, PhD Vice Chancellor
Introduction of Speaker	Risper Awuor, PhD DVC, Academic Administration
Keynote Presentation <i>Topic: Ethics & Human Rights Through the Lens of Faith</i>	Prof. Marion Mutugi, EBS Commissioner, Kenya National Commission on Human Rights
Musical Interlude	Students, Indian Ocean Union
Q & A Session	Melak Tsegaw, PhD Theological Seminary
Appreciation and Closing Remarks	Marie A. Razafiarivony, PhD School of Postgraduate Studies
Closing Prayer	Alex Ambuchi, DMin Director, Student Services & Chaplain
Photo Session	Janet Oyende-Kariuki, MSc. Marketing & PR Office
Networking Reception	

Dress Code: Formal

WEDNESDAY, SEPTEMBER 10, 2025 RESEARCH CONFERENCE Chairperson: Feliks Ponyatovskiy, PhD		
8:00-9:00	Registration	
9:00-9:15	Welcome to the Conference Risper Awuor, PhD <i>Deputy Vice-Chancellor, Academic Administration, Adventist University of Africa, Kenya</i>	
9:15-9:45	Devotional Message Watson Mbiriri, PhD Zimbabwe East Union Conference	
9:45-9:50	 Let's Move for Health Break	
	KEYNOTE PRESENTATION	
9:50-10:40	Vincent R. Injety, PhD <i>Vice-Chancellor, Adventist University of Africa, Kenya</i> Title: Integral Imperative of Moral Leadership <i>Introduction: Chairperson</i>	
10:40-11:00	HEALTH BREAK	
	PRESENTATIONS	
	SESSION A Chair: Marie-Anne Razafiarivony, PhD	SESSION B Chair: David Odhiambo, PhD
11:00-11:30	Moderating Effect of Corporate Governance on the Relationship between Ethical Leadership and Organisational Performance in Uasin Gishu County, Kenya Presenter: Rael Mandago	Quantification of Values: A Method for Combating Anti-values and Injustice in School Assessment: The Referee Model Presenter: Mumbere Kavughe Frédéric
11:30-11:40	 Let's Move for Health Break	
11:40-12:10	Humanitarian Accountability in Cash and Voucher Assistance for Community Freedom: Case of Kyaka Refugee Camp in Uganda Presenter: Hannah Ndung'u	Fostering Moral Leadership and Social Justice through Interdisciplinary Education: The Edupreneurial Research Ecosystem Model (EREM) in Society 5.0 Presenter: Norman Kachamba
12:10-12:20	 Let's Move for Health Break	
12:20-12:50	Examining Ethical Implications and Trust Concerns in AI-Based Medical Diagnoses: Striking a Balance between AI & Human Expertise Presenter: Fredrick Ochieng' Omogah	Historical and Contemporary Contributions to Moral Leadership and Social Justice in the 20 th and 21 st Century Presenter: Augustin Tchamba
12:50-2:00	LUNCH BREAK	
	SESSION A Chair: Gisele Tchamba, PhD	SESSION B Chair: Gabriel Masfa, PhD
2:00-2:30	Moral Leadership and Maternal Health Equity: A Qualitative Case Study of Public Health Crisis Management in Kajiado County, Kenya Presenter: Janet N. Odhiambo	Reimagining New Perspective(s): On Black Theology and the Implications for Bosadi Theorisation Presenter: Ziphozonke Mbatha
2:30-2:40	 Let's Move for Health Break	

2:40-3:10	Lifestyle Factors that Contribute to Overweight and Obesity among Seventh-day Adventists in Africa: The Issue of Stigmatisation <i>Presenters: Daniel Ganu & Faith Ochieng'</i>	Social Justice and Information Management: A Biblical Perspective <i>Presenters: Sampson M. Nwaomah & Angela E. Nwaomah</i>
3:10-3:40	 Let's Move for Health Break	 Let's Move for Health Break
3:40-4:10	Kenya's Participation in Health Negotiations on the Universal Health Coverage Financing Protocol <i>Presenters: Stephen Nyaga, Shazia Chaudhry & Ludeki Chweya</i>	Towards Social Justice and Cohesion: A Lexical-Theological Reflection on Acts 6:1-7 <i>Presenters: Ebenezer Quaye & Robert Osei-Bonsu</i>
4:10-4:40	Role of Leadership in Facilitating Deliberative Democracy in Institutions of Higher Education: A Literature Review <i>Presenter: Dennis J. R. Matekenya</i>	Moral Leadership and Social Justice in Times of Plagues: Lessons from the Church's Response in Black Death (1347-1351) <i>Presenter: Alexander Mwita</i>
4:40-5:10	Ethical Frameworks in Artificial Intelligence and Technology in Kenya <i>Presenter: David M. Mugo</i>	Fairness in AI-Driven Multidisciplinary Research: Identifying biases and mitigating strategies <i>Presenter: Kellen Kiambati</i>
5:10-5:30	DAY WRAP UP AND ANNOUNCEMENTS (gift to Plenary Speaker)	

THURSDAY, SEPTEMBER 11, 2025 RESEARCH CONFERENCE Chairperson: Lossan Bonde, PhD		
9:00-9:15	Welcome and Announcement Daniel Ganu, DrPH <i>Adventist University of Africa, Nairobi, Kenya</i>	
9:15-9:45	Devotional Message Watson Mbiriri, PhD Zimbabwe East Union Conference	
9:45-9:50	 Let's Move for Health Break	
	KEYNOTE PRESENTATION #2	
9:50-10:40	Rose Odhiambo, PhD <i>Chief Officer, Gender, Culture and Social Services, County Government of Migori, Kenya</i> Title: The Power of ONE in Shaping a More Morally Upright African Society. <i>Introduction: Chairperson</i>	
10:40-11:00	HEALTH BREAK	
	PRESENTATIONS	
	SESSION A Chair: Angela Nwaomah, PhD	SESSION B Chair: Sampson Nwaomah, PhD
11:00-11:30	Ethical Decision Making in Military Leadership: Navigating Moral Dilemmas in Modern Conflicts Presenters: Kennedy K. Rubithia & David L. Lokoro	Exploring Moral Leadership and Social Justice in Selected Royal Psalms Presenter: Melak Tsegaw
11:30-11:40	 Let's Move for Health Break	
11:40-12:10	Leading with Integrity in the Storm: Ethical Dilemmas and Crisis Preparedness in Non-Profit Organisations in Monrovia, Liberia Presenter: Frank O. Bannor	A Missiological Perspective on Moral Leadership and Social Justice Presenter: Christopher Kabwe Mukuka
12:10-12:20	 Let's Move for Health Break	
12:20-12:50	Justice Across Generations: Rethinking the Leader's Role in a Divided World Presenter: Lilia Ponyatovska	Examining Post-Heroic Leadership Moral Rectitude: From Leading Followers to Empowering Colleagues in Higher Education Institutions Presenter: Dennis J. R. Matekenya
12:50-2:00	LUNCH BREAK	
	SESSION A Chair: Elaine Kansime, PhD	SESSION B Chair: Melak Tsegaw, PhD
2:00-2:30	Using Artificial Intelligence to Combat Corruption: A Pathway to Ethical Governance and Social Justice Presenter: Lossan Bonde	Moral Leadership and Social Justice in Schools within the Eastern Democratic Republic of Congo Presenter: Simon Mbayo Lutambwe
2:30-2:40	 Let's Move for Health Break	

2:40-3:10	Exploring the Opportunities and Threats of Artificial Intelligence (AI) in Academia: A Quantitative Analysis <i>Presenter: Stephen Kabah</i>	An Inquiry into Paul's Ethical and Exemplary Leadership in His Ministry to the Thessalonians: A Thematic and Comparative Analysis <i>Presenter: Simdumise Poswa</i>
3:10-3:40	 Let's Move for Health Break  Let's Move for Health Break	
3:40-4:10	Elections and Digital Safety: Strengthening Cybersecurity for Democratic Integrity in Kenya <i>Presenter: David Mwenda Thiaine</i>	Using The Mendelian Randomisation and Cause-and-Effect Theory to Debunk the Myth of Moderate Drinking's Health Benefits <i>Presenter: Gisele Tchamba</i>
4:10-4:40	Social Media: The Highways to Integrating Morality and Justice in the School Curriculum <i>Presenter: Derrick Okinyi Deya</i>	The Jubilee as a Model for Social Equality in Ancient Israel <i>Presenter: Feliks Ponyatovskiy</i>
4:40-5:10	Inclusive Education Challenges and Best Practices among Primary Schools in Arusha Region, Tanzania: A Social Justice Response <i>Presenters: Baraka Manjale Ngussa & Elias Elisha Mbuti</i>	Reading the Letter of Philemon from the Administrative Perspective <i>Presenter: Irakiza Munyamashara Etienne</i>
5:10-5:30	DAY WRAP UP AND ANNOUNCEMENTS (gift to Plenary Speaker)	

FRIDAY, SEPTEMBER 12, 2025 RESEARCH CONFERENCE Chairperson: Josephine Ganu, PhD		
9:00-9:15	Welcome and Announcement Dennis J. R. Matekenya, PhD <i>Adventist University of Africa, Kenya</i>	
9:15-9:45	Devotional Message Watson Mbiriri, PhD Zimbabwe East Union Conference	
9:45-9:50	 Let's Move for Health Break	
	PRESENTATIONS	
	SESSION A Chair: Lilia Ponyatovska, PhD	SESSION B Chair: Alexander Mwita, PhD
9:50-10:20	Educational Approaches to Developing Ethical Leadership: Promoting Integrity, Inclusivity, and Social Responsibility" A case of Kisii county, Kenya Presenter: Callen Nyamwange	The Link Between God's Justice and Social Involvement in Ellen G. White's Thought: A Theological Study Presenter: David Aparicio Hernandez
10:20-10:50	The Impact of Moral Leadership and Social Justice in the Learning Environment Presenter: Alex Ambuchi Jr	Exercising Transformational Leadership in Christian Colleges and Universities: A Literature Review Presenter: Weber R. Irembere
10:50-11:20	Evaluating Diversity, Equity, and Inclusion (DEI) Practices in Academic Libraries in Kenya: Challenges, Strategies, and Impact. Presenter: Norah Mauti	Moral Leadership and Social Justice: The Case of the Catholic Church in Kenya Presenter: Julius Nabende
11:20-11:40	HEALTH BREAK	
11:40-12:10	Navigating Moral Leadership Complexities in Church, Society, Politics and Business: Balancing Social Justice and Multi-Stakeholder Engagement Presenters: Frank O. Bannor & Dennis J. R. Matekenya	Go with your servants" (2 Kings 6:3): Formation of Ethical Leaders through Ministry of Presence Presenter: Sikhumbuzo Dube
12:10-12:40	Moral Leadership in Entrepreneurial Ecosystem: Advancing Social Justice in Marginalised Business Communities in Kenya. Presenter: Phillemon Landy Tubei	Moral Leadership and Social Justice in Ezekiel 8-11 in Light of God's Eschatological Holiness Presenter: Elijah Ogembo
12:40-12:50	 Let's Move for Health Break	
12:50-1:20	Influence of Moral Leadership and Integrity for Addressing Systemic Inequality in Northern Tanzania Union Conference Presenters: Enoch M. Sando & Dennis J. R. Matekenya	"Come, Follow Me" (Matt 4:19): Analysing Christ's Method of Leadership in Ellen White's Writings Presenters: RoseMercy Chebichiy & Sikhumbuzo Dube
1:20-1:50	Connecting Digital Literacy, Employment Opportunities and Social Justice: The Missing Link Presenter: Marie-Anne Razafiarivony	The Chaplain as a Social Justice Advocate: Balancing Spiritual Care and Activism Presenter: Edward Isingoma
1:50-3:00	CLOSING REMARKS/LUNCH	

2025 Research Conference Abstracts
Abstracts are listed in order of appearance in the Conference Schedule

Wednesday, September 10, 2025, Presentation Abstracts

Moderating Effect of Corporate Governance on the Relationship between Ethical Leadership and Organisational Performance in Uasin Gishu County, Kenya

Presenter: Rael Mandago, PhD

Ethical leadership is one of the influential factors in organisational success. Influential, ethical leaders promote ethical behaviour in educational institutions. They serve as moral and ethical pillars, modelling values such as integrity, honesty, fairness, equity, justice, responsibility, and respect for diversity. A leader who employs a range of ethical leadership practices, such as role-modelling, serving others, acting justly, fostering a sense of belonging, being honest, and respecting all, has the best chance of influencing ethical behaviour in the workplace and impacting performance. The primary objective of the study was to investigate the moderating effect of corporate governance on the relationship between ethical leadership and organisational performance in Uasin-Gishu County, Kenya. The specific objective was to establish the influence of accountability, fairness, justice and communication in ethical leadership on organisational performance. The study also examined how corporate governance moderates the relationship between ethical leadership and organisational performance in Uasin Gishu County, Kenya. The study adopted a quantitative research design. The study involved lower, middle and top-level employees at Uasin-Gishu County headquarters. The data collection process involved distributing structured questionnaires to the respondents. Descriptive statistics, regression, and correlation were used for data analysis. The results obtained showed a positive relationship between ethical leadership, corporate governance practices, and organisational performance. It was found that ethical leadership has a positive impact on employee wellbeing, work engagement, and financial performance, where corporate governance has a relatively stronger influence on organisational performance. The results also revealed that ethical leadership had a relatively strong impact on the well-being of the employees. However, the association between corporate governance and the relationship between ethical leadership and organisational performance was strong. The positive relationship among the variables of study in the proposed model and the generated results shows that if ethical leadership in organisations is augmented, particularly corporate governance practices, this will result in boosted organisational performance. Results are vice versa in the opposite case.

Keywords: Corporate Governance, Ethical Leadership, Organisational Performance, Kenya

Quantification of Values: A Method for Combating Anti-values and Injustice in School Assessment: The Referee Model

Presenter: Mumbere Kavughe Frédéric, PhD

Education systems are increasingly advocating for holistic education, yet assessment practices in many schools remain fragmented. Drawing on the theories of holism, systems theory, and justice, this research explores the quantification of values through a novel assessment tool, the "Referee Model," which takes inspiration from soccer rules. The "Referee Model" was developed using qualitative modelling methods, supported by Delphi and focus group techniques for the validation of its steps and concepts. The Delphi method facilitated the establishment of expert consensus on school assessment matters. At the same time, separate focus groups with students and teachers helped refine the model by identifying challenges in its application, as well as potential limitations and failures. Over five years of qualitative modelling, combining Delphi and focus group techniques, seven consecutive steps were developed for the Referee Model: (1) Raising awareness, (2) Defining and voting on values, (3) Allocation of cards [yellow and red], (4) Recording of cards, (5) Grading of cards, (6) Half-time report, and (7) Final report. The Referee Model aims to assist schools and teachers in quantitatively assessing values related to their courses. Most current grading systems are partial and do not offer a holistic approach, as they fail to incorporate values as part of a student's overall performance. These systems typically focus solely on cognitive skills, neglecting affective and psychomotor skills. The Referee Model contributes to holistic assessment by providing a framework that integrates values into grading. It is proposed as a tool for teachers across all levels to implement and refine, thus broadening its applicability. Furthermore, it may prove useful in other fields, such as human resource management, where values assessment is critical.

Keywords: School Assessment, Qualitative Modelling, Values, Holistic Education, Justice, Referee Model

Humanitarian Accountability in Cash and Voucher Assistance for Community Freedom: Case of Kyaka Refugee Camp in Uganda

Presenter: Hannah Ndung'u, PhD

Disasters and climate change will continue to affect vulnerable populations, especially in displacement settings. While moral principles have historically guided humanitarian efforts, these efforts have often lacked systematic accountability mechanisms. Since the 1990s, the introduction of core humanitarian standards has increasingly shaped the sector's commitment to affected populations, with cash and voucher assistance (CVA) emerging as a preferred modality to promote transparency, efficiency, and community empowerment. This study examines the role of humanitarian accountability in CVA programming, with a specific focus on the Adventist Development and Relief Agency (ADRA)'s interventions in the Kyaka Refugee Camp in Uganda. The research will examine how accountability mechanisms—such as suggestion boxes, reporting desks, SMS platforms, and toll-free hotlines—will contribute to promoting community freedom and advancing social justice outcomes. A mixed-methods research design was used, combining quantitative surveys with refugee beneficiaries and qualitative interviews with ADRA staff, community leaders, and government officials. Additionally, a review of relevant policy documents and program reports supplemented the primary data. This approach enabled triangulation of findings, capturing both measurable trends and in-depth perspectives to provide a comprehensive understanding of how leadership, government policy, and innovation shape accountability practices. The study is grounded in a conceptual framework that links CVA modalities, leadership dynamics, and social accountability mechanisms. The findings will contribute to evidence-based strategies for enhancing moral leadership in aid delivery, with implications for promoting inclusive, participatory, and rights-based humanitarian responses in refugee contexts.

Keywords: Humanitarian, Accountability, Cash and Voucher Assistance, Leadership, Social Accountability

Fostering Moral Leadership and Social Justice through Interdisciplinary Education: The Edupreneurial Research Ecosystem Model (EREM) in Society 5.0

Presenter: Norman Kachamba, PhD

In the evolving context of Society 5.0, which prioritises the integration of digital transformation with human well-being, there is growing urgency to embed moral leadership and social justice into the design of knowledge-based economies. This study introduces the Edupreneurial Research Ecosystem Model (EREM) as a framework for reorienting educational systems to become the ethical backbone of inclusive, future-facing societies. Developed through an interdisciplinary lens, EREM places Sustainable Development Goals at the centre of a dynamic ecosystem linking Education, governance, civil society (moral values), and industry practice. It does so by operationalising the Sustainable Development Goals (SDGs) through three pillars: (1) lifelong learning, (2) ethical governance, and (3) inclusive technological adoption. The model advances moral leadership and social justice by promoting context-sensitive, values-based curricula, AI-informed workforce reskilling, and SDG-aligned innovation hubs that serve marginalised communities. Methodologically, the study employs a convergent parallel mixed-method design. Qualitative data were gathered through focus groups with educators and policymakers across Sub-Saharan Africa, while quantitative data were collected via national surveys assessing stakeholder readiness for interdisciplinary reform. A comparative analysis of innovation governance models, including the Triple Helix, Quadruple Helix, and Society 5.0, reveals critical gaps in addressing ethical governance and justice-centred policy implementation—gaps that EREM addresses directly. The primary focus of this paper is edupreneurship—specifically, how its transformation can catalyse morally grounded innovation across sectors. The model's adaptability allows it to support governance and industry as subsystems that respond to educational reform. Potential limitations include the risk of implementation barriers in low-resource settings and the ethical complexities of AI integration. By reframing education as both a platform for human development and a conduit for interdisciplinary moral agency, EREM provides a strategic pathway for embedding social justice and ethical leadership within 21st-century transformation.

Keywords: Moral Leadership, Social Justice, Interdisciplinary Education, Edupreneurial Research Ecosystem, Society 5.0, Ethical AI

Examining Ethical Implications and Trust Concerns in AI-Based Medical Diagnoses: Striking a Balance between AI & Human Expertise

Presenter: Fredrick Ochieng' Omogah (h.c)

The integration of Artificial Intelligence (AI) in medical diagnostics is transforming healthcare by enhancing accuracy and efficiency. AI-driven tools support early disease detection and personalised treatment but raise ethical concerns regarding transparency, accountability, and patient trust. The displacement of human expertise and regulatory gaps further complicate AI's adoption, necessitating a balanced approach to its implementation. This paper examines the ethical implications of AI in medical diagnosis, specifically its impact on human expertise and patient trust. It critically examines the balance between AI autonomy and human oversight, addressing key ethical issues such as responsibility, informed consent, and the evolving role of doctors in AI-augmented healthcare. While AI offers improved diagnostic capabilities, ethical concerns must be addressed to maintain healthcare integrity. Establishing robust ethical frameworks is crucial to ensuring responsible AI adoption that fosters trust and safeguards patient-centred care. This study employs a qualitative research approach, analysing literature, case studies, and ethical frameworks related to AI-driven diagnostics. A comparative review of regulatory policies and real-world AI implementations identifies challenges and proposes ethical solutions. Philosophical and bioethical perspectives on AI's role in clinical decision-making are also explored. The findings reveal that while AI enhances diagnostic precision, it raises concerns over bias, explainability, and potential erosion of doctor-patient relationships. Case studies highlight risks of over-reliance on AI, leading to reduced trust in

medical decisions. The study identifies key ethical principles such as fairness, transparency, and informed consent that must guide AI integration. A hybrid model, combining AI efficiency with human expertise, is recommended to balance automation with ethical accountability. Ethical considerations and patient trust must guide AI's role in medical diagnoses. This paper proposes strategies to ensure ethical AI implementation, emphasising transparency and human oversight. Strengthening ethical frameworks will support the responsible integration of AI, ensuring it enhances rather than diminishes the quality of patient care.

Keywords: Artificial Intelligence, Medical Ethics, Patient Trust, Healthcare, Human Oversight

Historical and Contemporary Contributions to Moral Leadership and Social Justice in the 20th and 21st Century

Presenter: Augustin Tchamba, PhD

This paper explores the concept of moral leadership and its critical role in promoting social justice. It starts by defining moral leadership and stressing its importance in creating fairer and just societies. The paper discusses, in particular detail, the principles of moral leadership, ethical decision-making, empathy, and vision. It illustrates how moral leaders advocate for marginalised communities, work towards policy reform, establish inclusive organisations, and resist systemic inequalities. The paragraph on the challenges faced by moral leaders—including ethical dilemmas, resistance, and the demands this places on maintaining personal integrity—highlights the complex environment in which moral leaders function. Case studies of Nelson Mandela, Martin Luther King Jr., Malala Yousafzai, Greta Thunberg, and Jesus Christ demonstrate the power of moral leadership in pursuing social justice. It reinforces the importance of moral leadership in the face of social issues, invoking a sense of determination and commitment in the audience. It stresses the urgency and responsibility for future leaders to embody these traits, thereby contributing to a more just and equitable world.

Keywords: Moral Leadership, Social Justice, Jesus-Christ, Nelson Mandela, Martin Luther King Jr., Malala Yousafzai, Greta Thunberg

Moral Leadership and Maternal Health Equity: A Qualitative Case Study of Public Health Crisis Management in Kajiado County, Kenya

Presenter: Janet N. Odhiambo, DrPH

Maternal health disparities remain a persistent public health challenge in Kenya, particularly in urban low-income areas such as those within Kajiado County. Despite national efforts to improve maternal outcomes, structural inequities, including limited access to quality care, socioeconomic barriers, and fragmented health governance, continue to disproportionately affect women in these marginalised communities. This study explores the role of moral leadership in addressing these inequities during maternal health crises, using Kajiado North as a case study. Through a qualitative design, the research will investigate how leaders at various levels like county health officials, healthcare providers, and community health workers navigate ethical dilemmas and resource constraints while striving to ensure equitable maternal care. In-depth interviews and focus group discussions will be conducted with 5 to 25 participants across public and community health sectors. Thematic analysis will also be done to reveal key elements of moral leadership. Insights regarding the importance of embedding moral reasoning, empathy, and justice in health leadership frameworks, especially in high-risk maternal health settings will be discussed in light of the study findings.

Keywords: Maternal Health, Public Health, Health Equity, Moral Leadership, Qualitative

Reimagining New Perspective(s): On Black Theology and the Implications for Bosadi Theorisation

Presenter: Ziphozonke Mbatha, DMin

To properly address the concept of black theology, it has emerged as a vital discourse within theology and social justice, fundamentally addressing the intersection of faith, culture, and identity in the black experience. However, this article aims to explore the implications of women's leadership and empowerment for Bosadi theorisation. This framework emphasises the role of women in African cultures and societies, highlighting how these strands of thought can mutually reinforce each other in the pursuit of social justice, empowerment, and identity affirmation. One of the interesting aspects is that Bosadi is a term derived from the Setswana language, which refers to womanhood or femininity, encompassing the experiences and roles of women within African societies. Bosadi theorisation advocates for a deeper understanding of gender dynamics in African contexts, critiquing patriarchal structures and affirming the value and contributions of women. A comprehensive description can be found in Bosadi's theorisation, which illuminates the experience of women, particularly black women, with societal constructs that often marginalise their voices and contributions. In light of reported discourse, Bosadi's theorisation posits that African culture must be critically engaged to understand the complexities of gender, and the socio-political roles women play. In this article, the researcher employed a qualitative research approach, leveraging the use of literature review as a research design and approach, which effectively facilitated the realisation of the study purpose. Overall, the data indicate that a general desire for equality, empowerment, and the freedom to make choices is instrumental in the decision-making process. Furthermore, exposure to Bosadi theorisation, emphasised both through education and leadership role models, has also led to their self-identification.

Keywords: Black Theology, Bosadi Theorisation, Women's Leadership, African Cultures

Lifestyle Factors that Contribute to Overweight and Obesity among Seventh-day Adventists in Africa: The Issue of Stigmatisation

Presenters: Daniel Ganu, DrPH & Faith Ochieng', MPH; PhD Student

Scholars have revealed that a high Body Mass Index (BMI) is a significant risk factor contributing to the global disease burden. There is also a negative attitude, beliefs, stereotypes, and discriminatory behaviours directed towards individuals based on their body weight or size. Data is very scarce for overweight and obesity among Seventh-day Adventists in Africa. This study explored lifestyle factors that contribute to obesity and overweight among the SDA church members in Africa.

The study used a cross-sectional design to examine the lifestyle factors that determined the prevalence of overweight and obesity among Seventh-day Adventists in Africa, applying a quantitative method to gather data among baptised SDA members in Africa who are at least 18 years old. A probability sampling technique was used to ensure an objective representation.

A Pearson product-moment correlation analysis revealed a significant, weak negative correlation between BMI and the frequency of exercise and work-related sitting hours per day, suggesting that church members who exercise more frequently and for longer durations, and spend more hours sitting at work, tend to have a lower body mass index. On the other hand, there was a significant weak positive relationship between BMI and leisure-related sitting hours per day, implying that church members with higher BMI tend to spend more hours sitting leisurely and sleep longer. Interestingly, there is no significant relationship between BMI and nutritional practices, $r(9586) = -.008, p = .424$. The significant, weak negative correlation between BMI and the frequency of exercise, as well as work-related sitting hours compared to leisure sitting hours, over a long period, and sleeping longer, highlights the need to include other variables, such as genetics, in future studies. There is no significant relationship between BMI and nutritional practices, which challenges the popular belief that nutrition influences one's body weight.

Keywords: Seventh-day Adventist (SDA) Church in Africa, Overweight, Obesity, Body Mass Index

Social Justice and Information Management: A Biblical Perspective

Presenters: Sampson M. Nwaomah, PhD & Angela E. Nwaomah, PhD

Social justice refers to acts of fairness, equality, and equity that incorporate both interpersonal acts of kindness towards others and institutional policies and actions upholding social and economic justice. Social justice is rooted in God's character and ideal for human behaviours and relationships. It is an extension of God's love in protecting the weak, oppressed, and less privileged. Undoubtedly, today, Information Management (IM)—the collection, access, evaluating/analysis, storage/organising, sharing and destruction of information—are critical in the promotion, obtaining or denial of life advantages, and making organizational decisions that impact on social justice. In other words, Information Management could shape the contextual factors that affect information behaviour (how people seek and utilize information) and, relatedly, perceptions and actions of justice. Therefore, the global rapid expansion and distribution of information usage warrant profound scope for an ethical response, especially within the Christian worldview. Consequently, a Christian biblical worldview on IM could offer a sound and an uncompromising ethical stance in relation to social justice. This research utilized a documentary content analysis approach. It principally analysed biblical and secondary data on social justice and its interaction with information management. This method is adopted because it will facilitate a broader understanding of the subject of this research. The researchers identify some significant resources for this research, establish their authenticity, credibility and representativeness. It then divided the material into units to discuss and establish meanings for the theme studied. The final section of the paper is devoted to conclusions and recommendations regarding the connections between social justice and information management.

Keywords: Social, Justice, Information, Management, Biblical Perspective

Kenya's Participation in Health Negotiations on the Universal Health Coverage Financing Protocol

Presenters: Stephen Nyaga, Shazia Chaudhry, PhD., & Ludeki Chweya, PhD

Kenya's health diplomacy has engaged both bilateral and multilateral negotiations. A key moment was the 2015 UN General Assembly's adoption of the Sustainable Development Goals (SDGs), which explicitly included health as a universal goal. This development became a critical foundation for Kenya's health diplomacy as the country sought to engage international actors on the global stage. The study employed a mixed-method design that included both qualitative and quantitative approaches. Primary documentary data were used to complement data gathered through interview guide. Purposive sampling was employed as a sampling technique, resulting in the selection of 204 participants. The 204 participants included 89 government officials, 32 diplomats, and 83 experts. Qualitative data were analysed using NVivo, and the results were presented in themes and verbatim. Quantitative data were analysed using Statistical Package for Social Sciences (SPSS) version 26 that employed descriptive statistics (frequencies, percent, mean, and standard deviation), Pearson correlation, and regression analyses. The study revealed that participation in international health negotiations had a strong positive significant direct correlation with UHC financing protocols ($r = .839$; sig. = $0.000 < 0.01$). Using regression analysis, the study reported a high $R^2 = 0.704$ (70.4%) alongside a significant ANOVA (F-stat = 197.444; p-value < 0.01). It was further established that participation in international health negotiations had a very strong, positive, and significant relationship with UHC financing protocols ($\beta = 1.107$; p-value < 0.01). From the finding, it can be reported that an increase in the participation in international health negotiations by any factor will increase UHC financing protocols by 110.7%. The study concludes that Kenya is widely involved in international health protocol negotiations to promote its healthcare system. However, lack of adequate technical expertise and insufficient funding have hindered Kenya's effectiveness in negotiations.

The regression analyses reveal that participation in international health protocol negotiations has a very strong, positive, and significant relationship with UHC financing protocols.

Keywords: Health Negotiations, Universal Health Coverage, Health Financing Protocol, global health governance

Towards Social Justice and Cohesion: A Lexical-Theological Reflection on Acts 6:1–7

Presenter: Ebenezer Quaye, PhD & Robert Osei-Bonsu, PhD

Moral leadership plays a critical role in attaining social justice and cohesion. Acts 6:1–7 shows how the Early Christian Church handled a case of social injustice by entrusting responsibility to seven men, thereby restoring fairness, equity, unity, and cohesion in the community. The early church faced a situation in which Hellenistic widows were marginalized in the daily allocation of goods by their Hebrew companions, necessitating a prescient solution to ensure that justice was upheld and cohesion preserved. By appointing seven men of repute “full of the Holy Spirit and wisdom,” the apostles created an effective and efficient leadership team that healed the inequity and remedied the division. Acts of rejection, neglect, discrimination, or marginalization based on ethnicity, tribe, race, socioeconomic status, or other social markers, especially when people are denied rightful access to communal resources, are all forms of social injustice. Such injustices occur in both the church and society, which must be intentionally addressed. Using a lexical-theological reflection approach to biblical exegesis, this paper argues that the solution modelled in Acts 6:1–7 is applicable not only within the Church but in any leadership context that seeks to foster social justice and cohesion. Indeed, confronting social injustice is essential for building social cohesion, and the Church, as a moral community, should be an exemplary organism for society to emulate in this regard.

Keywords: Social Justice, Marginalization, Discrimination, Theological Reflection, Acts 6

Role of Leadership in Facilitating Deliberative Democracy in Institutions of Higher Education: A Literature Review

Presenter: Dennis J. R. Matekenya, PhD

This literature review examines how leadership functions enable and sustain deliberative democracy within institutions of higher education. Drawing on scholarship from existing literature, this paper defines deliberative democracy as decision-making grounded in inclusive, reasoned dialogue and mutual respect. Deliberative democracy strengthens governance, promotes student engagement, increases trust and transparency, and more robust policy development processes resulting from deliberative practices in university structures. Five key determinants of effective campus deliberation are identified as informed dialogue, inclusive participation, reasoned consensus, institutional governance, and leadership that models deliberative values. The review highlights the pivotal role of leaders in designing and institutionalising deliberative forums, modelling transparency, humility, and evidence-based reasoning, building stakeholder competencies, empowering marginalised voices, and ensuring academic freedom to guarantee safe discourse. Taken together, these leadership functions foster a campus culture in which stakeholders shape curriculum, policy, and pedagogy. By mapping how leadership choices interact with deliberative mechanisms, this review provides a framework for university administrators seeking to deepen democratic engagement and institutional legitimacy. Ultimately, intentional leadership uses deliberative democracy to transform ad-hoc consultations into enduring, participatory higher education governance, without which moral leadership is unattainable.

Keywords: Deliberative Democracy, Reasoned Consensus, Academic Freedom, Participatory Governance

Moral Leadership and Social Justice in Times of Plagues: Lessons from the Church’s Response in Black Death (1347-1351)

Presenter: Alexander Mwita, PhD

The plague of Black Death (AD 1347-1351) was one of the notable events within the Middle Ages that the Church struggled with. The paper presents a nuanced examination of the Church’s historically significant struggles during this pivotal moment. While the paper effectively highlights the multifaceted crises the Church faced, it also raises important questions about moral leadership and social justice amidst the chaos of the Black Death. The struggle for the ramification of the plague resulted the flagellant heresy, the persecution of Jews, and the moral corruption among clergy. It illustrates how the ramifications of the Black Death extended beyond health concerns, affecting societal structures and moral paradigms. The paper follows historical description, investigative, and evaluative methodologies in five sections. Section one serves as the introduction, the second section is the historical description of the nature of the medieval church; the third section is the elucidation of the Black Death, the fourth section investigates the church’s response to the event, the fifth section is the evaluation of the church’s response. The last part is the conclusion and recommendation. Findings show that the pandemic came when the church was in spiritual scandals. It was accused of being secular and the clergy focused on personal gain and struggled for political influence. When the pandemic came, the Church had little confidence to face the challenge. This paper provides specific actionable strategies that the Church could employ to restore trust among the laity and promote moral framework that actively opposes injustice. It also recommends that the Church should observe jealously the morality of its leaders and should not stress itself in seeking wealth and political supremacy but should focus on the Great Commission.

Keywords: Moral Leadership, Church Leadership, Social Justice, Black Death

Ethical Frameworks in Artificial Intelligence and Technology in Kenya

Presenter: David Mugo, PhD

This paper critically examines the ethical frameworks shaping the development and deployment of Artificial Intelligence (AI) and emerging technologies in Kenya. As AI systems increasingly influence sectors such as healthcare, agriculture, finance, and governance, their ethical implications have become more complex and pressing. Kenya, like many countries in the Global South, faces unique challenges at the intersection of rapid technological adoption, socio-economic disparities, and evolving legal landscapes. This study explores key ethical considerations including data privacy, algorithmic bias, transparency, accountability, and human rights, while analysing Kenya's regulatory efforts such as the Data Protection Act (2019) and the Digital Economy Blueprint (2019). To reach this goal, this study employs Wolfswinkel et al.'s (2013) five-step method for performing a systematic literature review and analysis. This five-step approach allows researchers to conduct a comprehensive search, assess and analyse the articles collected from databases. The five-step method entails (a) determining the scope of a review, (b) conducting a literature search, (c) choosing the final samples, (d) evaluating the samples using content analysis, and (e) presenting the study results. By interrogating the risks of digital colonialism, the gaps in capacity, and the tension between global AI standards and local socio-cultural contexts, the paper provides enriched insights into ethical AI governance. Recommendations emphasise the importance of localised ethical standards, capacity building, stakeholder participation, and the need for Afrocentric AI ethics frameworks. Ultimately, this paper underscores the importance of proactive, inclusive, and context-sensitive ethical governance to ensure that AI technologies contribute to Kenya's sustainable development, protect human rights, and promote social justice.

Keywords: Ethical AI Governance, Afrocentric Frameworks, Data Privacy

Fairness in AI-Driven Multidisciplinary Research: Identifying Biases and Mitigating Strategies

Kellen Kiambati, PhD., Lucy Ndegwa, PhD., Nicholas Mawira, PhD., Denis Maina, PhD., Beatrice Gichuru, PhD., Anne Kariuki, PhD., Thomas Njoroge, PhD., & Patrick Muthee, PhD

The rapid advancement of artificial intelligence (AI) systems has necessitated a re-evaluation of fairness and equity in multidisciplinary research to avoid discriminatory and disproportionate outcomes. The objective of this paper is to explore sources of bias in AI-driven multidisciplinary research and propose strategies for mitigating them. A concurrent embedded mixed-methods approach was employed, utilising a cross-sectional survey and Key Informant Interviews with policy actors. In analysing the data, the research team took the approach of organising the biases per research phases. Fourteen (14) main biases were identified and strategies for mitigation proposed based on best practices recommended by experts who were interviewed. Findings revealed 14 key biases showing vulnerabilities across the entire research process. Each bias had specific mitigation measures to enhance research fairness. The study forms a basis for a more comprehensive study; however, in the meantime, the findings can be used by researchers and policymakers, even as Kenya seeks to implement the recently launched AI strategy.

Keywords: Fairness, Artificial Intelligence, Biases

Thursday, September 11, 2025, Presentation Abstracts

Ethical Decision Making in Military Leadership: Navigating Moral Dilemmas in Modern Conflicts

Presenters: Lt Col. Kennedy Kibui Rubithia & Rev. Dr. David L. Lokoro, PhD

The modern contemporary operational environment is characterized by the rise of drone warfare, artificial intelligence in combat, and hybrid threats that blur the lines between combatants and non-combatants, testing the boundaries of jus in bello (justice in war) principles. As such, military leaders frequently encounter moral dilemmas that challenge traditional ethical frameworks and mission success. This study was anchored on the Four-Component Model (FCM) of Moral Behaviour. This study explored how military leaders balance operational demands with ethical imperatives in the warfare landscape, evaluated the moral dilemmas faced by commanders in executing combat obligations, and examined hybrid threats in the mission field. The study employed a mixed-methods design, combining qualitative and quantitative approaches. The study targeted 200 commanders in the Kenya Defence Forces and 10 purposively selected military leaders at the Department of Defense headquarters. Yamane's formula was used to obtain a sample size of 133 officers. A structured questionnaire was used to collect quantitative data from commanders, while Key Informant Interviews were used to collect qualitative data from leaders. Quantitative data was analyzed with the aid of SPSS using descriptive statistics with results presented in tables. Qualitative data was analyzed thematically through content analysis. The findings revealed that military leaders frequently apply structured decision-making frameworks, though their use varies with operational context. Ethical codes and moral reasoning are generally integrated into leadership decisions, especially in mission planning. Common moral dilemmas include balancing civilian protection with mission success, managing conflicting directives, and confronting ethical uncertainty during combat. Training, institutional culture, and unit values significantly influence ethical decision-making. However, formal support systems such as legal guidance and peer review are limited. There is strong support for enhancing ethical leadership through continuous training and collaborative simulations. The study concludes that military ethical decision-making is defined by both formal doctrine and deeply rooted institutional values, requiring consistent support through training and culture. The study thus recommends that the defense sector should prioritize continuous, ethics-focused training at all leadership levels to strengthen decision-making in challenging conflict environments.

Keywords: Military Leadership, Ethical Decision Making, Moral Dilemmas, Just War Theory, Contemporary Operational Environment

Exploring Moral Leadership and Social Justice in Selected Royal Psalms

Presenter: Melak Tsegaw, PhD

This study examines the ethical paradigms presented in the Royal Psalms of the Hebrew Scriptures, with a focus on moral leadership and social justice. By conducting an exegetical analysis of selected Royal Psalms, specifically Psalms 18, 20, 21, 72, 101, and 144, this paper explores how these ancient texts articulate principles of ethical governance and social responsibility. The Royal Psalms not only reflect the historical context of Israelite kingship but also provide timeless insights into the virtues and moral duties expected of leaders. Through this exploration, the study aims to illuminate the enduring relevance of the Royal Psalms in contemporary discussions on leadership and justice. The findings contribute to a deeper understanding of the intersection between religion, ethics, and social justice, and highlight the Psalms' potential to inform modern leadership practices.

Keywords: Royal Psalms, Ethical Leadership, Social Justice, Biblical Ethics, Moral Governance

Leading with Integrity in the Storm: Ethical Dilemmas and Crisis Preparedness in Non-Profit Organisations in Monrovia, Liberia

Presenter: Frank O. Bannor, PhD Student

Nonprofit organizations in Monrovia, Liberia, operate in volatile contexts where crises expose ethical dilemmas, governance weaknesses, and resource constraints. Despite these realities, little empirical research has examined how ethical leadership strengthens preparedness in fragile environments. This study investigated the influence of ethical leadership—encompassing integrity, transparency, accountability, fairness, and moral resilience—on crisis preparedness. A quantitative descriptive-correlational design was employed, surveying 141 leaders and staff across five nonprofit organizations using structured questionnaires. Correlation and regression analyses revealed that ethical leadership and moral resilience collectively explained 61% of the variance in crisis preparedness ($R^2 = .610$, $p < .001$). Ethical leadership emerged as the stronger predictor ($\beta = .519$, $p < .001$), while moral resilience also contributed significantly ($\beta = .286$, $p = .009$). Collinearity statistics confirmed the robustness of the model, with no serious concerns regarding multicollinearity. The findings demonstrate that ethical leadership plays a dual role: directly strengthening organizational readiness and indirectly reinforcing resilience. In contexts marked by economic instability, political uncertainty, and recurring public health threats, ethical leadership functions not only as a moral imperative but also as a strategic resource for organizational survival. This study offers evidence-based insights for nonprofit leaders in Liberia and similar fragile states, emphasizing the importance of cultivating integrity-driven leadership and moral resilience to foster trust, maintain mission continuity, and navigate complex crises effectively.

Keywords: Ethical leadership, resilience, non-profit governance, Liberia, crisis response, transparency

A Missiological Perspective on Moral Leadership and Social Justice

Presenter: Christopher Kabwe Mukuka, PhD Student

The modern conversation on social justice in Christian settings calls more and more for a complex investigation of moral leadership from a missiological viewpoint. This paper investigates how theological frameworks, based in Scripture and the Church's mission, shape moral leadership in confronting social exclusion, implicit bias, and poverty among other systematic concerns. Emphasising the importance of the ecclesiological setting, the study argues that good moral leadership should mix a prophetic voice with missional purpose, so empowering the Church to address personal change as well as structural injustice. This paper finds basic ideas for morally oriented leadership by means of biblical exegesis—especially Luke 4:16–19—and by building on missiological and ecclesiological research, including DeYoung and Gilbert's views. A key strategy for breaking down preconceptions and promoting inclusive conversation among many different populations is the inclusion of cultural literacy. Examining implicit racial prejudice in religious, educational, and medical settings helps the study highlight the need for morally sharp leaders who are culturally savvy and motivated by purpose. The paper offers case studies that show the pragmatic expression of a dual commitment to moral rectitude and social justice by means of an examination of historical individuals such as Martin Luther King Jr. and modern champions of equality. These examples demonstrate how the Church can reclaim its prophetic voice by engaging with the world with conviction, compassion, and contextual awareness. Ultimately, the study suggests an integrative model where moral leadership and missiological involvement mutually reinforce each other. Such a strategy allows the Church to reflect prophetically on contemporary injustices and to represent the changing message of the Gospel. This study lays the groundwork for continuous theological reflection and practical application in church, academic, and community environments.

Keywords: Systematic injustices, social equity, empathy, Dual-Track Leadership, implicit bias, interdisciplinary dialogue, cultural literacy.

Justice Across Generations: Rethinking the Leader's Role in a Divided World

Presenter: Lilia Ponyatovska, PhD

Although leadership and social justice have received increasing scholarly attention in recent years, a significant gap remains in understanding how these concepts are perceived across generations. The current literature tends to focus primarily on millennials and Generation Z, with relatively little attention paid to Baby Boomers and Generation X. The primary objective of this study is to conduct a systematic literature review of existing empirical research on generational perspectives (Baby Boomers, Generation X, Millennials, and Generation Z) to provide a more complete picture of the similarities and differences between these cohorts. The

Silent Generation and Generation Alpha are excluded from this review because the former is largely retired and no longer in active leadership positions, while the latter are too young to hold such positions. Only studies conducted between 2020 and 2025 will be included, as generational research is highly time-sensitive (social, cultural, and historical context). A secondary aim of the study is to examine which leadership theories are most commonly applied in social justice and leadership research, and to analyze how these theories intersect with the historical context of the countries in which the research was conducted. In addition, cultural perspectives will be considered to better understand how cultural factors shape generational attitudes toward leadership and social justice. Ultimately, this study aims to provide both theoretical insights and practical recommendations for leadership practice, highlighting how leaders can adapt to generational expectations to promote social justice more effectively.

Keywords: Generational perspectives, Leadership, Social justice

Examining Post-Heroic Leadership Moral Rectitude: From Leading Followers to Empowering Colleagues in Higher Education Institutions

Presenter: Dennis J. R. Matekenya, PhD

This article investigates the concept of post-heroic leadership with a focus on moral rectitude within higher education institutions (HEIs), proposing a shift from traditional hierarchical models to collegial, ethically grounded leadership practices. Post-heroic leadership emphasises collaboration, shared responsibility, and moral integrity rather than top-down authority (Kim and Mauldin, 2022). Drawing from recent studies, the paper examines how leaders in HEIs can foster a transition to post-heroic leadership, emphasising moral rectitude and the shift from leading followers to empowering colleagues (Gichuru, 2023). The study uses a qualitative approach, analysing narratives from academic leaders and faculty across multiple universities. Findings reveal that moral rectitude—defined as ethical consistency, transparency, and respect for diverse perspectives—is a foundational pillar of effective post-heroic leadership. Such leadership enhances team cohesion, fosters innovation, and cultivates a culture of shared governance (George & Rose, 2023). Participants identified barriers such as resistance to decentralised authority and ambiguities in role expectations, underscoring the need for cultural and structural reforms. The article argues that to navigate the complex demands of modern academia, HEIs must cultivate leadership practices rooted in ethical collaboration and relational accountability, transparency in resource allocation, and collective accountability in achieving institutional missions and co-creation of solutions (Van Vliet et al., 2025). The study contributes to the emerging discourse on transformative leadership by positioning moral rectitude as central to sustainable and inclusive leadership models in higher education. The paper advocates for systemic shifts that reflect the complexities of 21st-century higher education leadership and institutional structures and policies that embrace post-heroic practices.

Keywords: Post-heroic leadership, Moral Rectitude, Collegial Leadership, Ethical Leadership, Shared Governance

Using Artificial Intelligence to Combat Corruption: A Pathway to Ethical Governance and Social Justice

Presenter: Lossan Bonde, PhD

Corruption remains a major obstacle to social justice, economic development, and ethical governance worldwide. According to the African Union, about US\$140 billion is lost to corruption by African countries every year. Still, according to the United Nations, Africa loses US\$50 billion every year to illicit financial flows mostly due to corruption. Many African countries, having recognised the impact of corruption, are making significant efforts to combat the phenomenon, but with limited success. Traditional anti-corruption measures are inefficient against the dynamic and sophisticated methods employed by corrupters. This study assumes that artificial intelligence (AI) presents a transformative opportunity to enhance transparency, detect fraudulent activities, and promote moral leadership in governance and institutions. The paper aims to explore how Artificial Intelligence can be leveraged to combat corruption and advance social justice by fostering accountability, efficiency, and ethical decision-making through data-driven fraud detection, predictive analytics, and automation. Using case studies and analytical modelling, the research examines AI-powered systems for identifying corruption patterns in financial transactions, procurement, and public sector operations. For the case studies, the research will select an African country, public sector institutions, or large-scale financial and procurement systems displaying notable corruption challenges. For each case study documentation (e.g., procurement records, financial transaction logs, audit trails) will be collected along with conducting interviews or surveys of stakeholders (e.g., officials, technology providers, civil society representatives). The data collected from the case studies will serve for analytical modelling through the development of predictive models, pattern recognition, and detection models. The study combines in-depth, context-specific examination of real-world corruption cases (qualitative approach) with data-driven modelling and predictive analytics (quantitative approach); it is therefore mixed-methods research. The expectation is that AI-driven automation reduces human intervention, minimises opportunities for bribery, while predictive analytics help pre-empt corrupt activities. Despite these benefits, implementing AI in anti-corruption efforts requires moral leadership to address ethical challenges, such as data privacy, algorithmic bias, and the misuse of surveillance technologies. This paper argues that a multidisciplinary approach—integrating perspectives from ethics, law, technology, and public policy—is crucial for ensuring that AI serves as an effective tool for fighting corruption.

Keywords: Corruption, ethical governance, social justice, moral leadership, applications of artificial intelligence.

Moral Leadership and Social Justice in Schools within the Eastern Democratic Republic of Congo

Presenter: Simon Mbayo Lutambwe, MBA

Moral leadership and social justice are very vital elements in the educational sector of the Democratic Republic of Congo. However, in the Eastern DRC, social injustice issues like gender discrimination, violence, and a lack of educational chances have been brought on by the continuous wars in the Eastern Democratic Republic of Congo, which have affected schools and the educational process. These issues make learning difficulties and educational inequalities worse, as armed groups and ongoing conflicts force schools to close. Consequently, according to the UNESCO Institute of Data (2024), over 1.6 million children in the Eastern DRC are out of school, with 795,000 children deprived of education due to schools being shuttered, damaged, or converted into shelters. To improve children's education, assessment of moral leadership and social justice should be investigated in schools. The purpose of this research is to establish the moral leadership and social justice in schools within the Eastern Democratic Republic of Congo. Specific research objectives include assessing the level of moral leadership application in schools, investigating the level of social justice success in schools, and establishing the influence of moral leadership and social justice on children's education in schools within the Eastern DRC. This study will employ a descriptive research design, incorporating both quantitative and qualitative research approaches. The study target population will comprise school principals and head teachers. The purposive sampling technique will be applied to sample the respondents. A questionnaire survey and key informant interviews will be used to collect quantitative and qualitative data, respectively. Quantitative data will be processed then analysed using SPSS version 26. The study objectives will be analysed through descriptive statistics, including frequency, percentage, mean, and standard deviation, and then further subjected to inferential statistics, such as Pearson's moment of correlation and multilinear regression analysis, to establish the influence of moral leadership and social justice on children's education in the Eastern DRC. The qualitative data will be analysed through a thematic analysis.

Keywords: Moral Leadership, Social Justice, Schools, Democratic Republic of Congo

Exploring the Opportunities and Threats of Artificial Intelligence (AI) in Academia: A Quantitative Analysis

Presenter: Stephen Kabah, PhD

This study examines the perceptions, usage patterns, and ethical considerations of academic stakeholders regarding Artificial Intelligence (AI) in higher education. With the rise of Generative AI tools like ChatGPT, understanding their influence on pedagogy, research, and institutional governance is critical. As these technologies continue to permeate academic environments, it becomes increasingly important to assess how they are perceived and used by those engaged in higher education. A quantitative, cross-sectional survey design was employed, involving participants across faculty, students, staff, and administrators. By gathering responses from these diverse academic roles, the study aimed to capture a broad and representative understanding of the current landscape. Descriptive and inferential statistics revealed that the perceived impact of AI on research and teaching significantly predicted AI usage. This relationship suggests that as individuals recognise the utility of AI in academic contexts, they are more likely to engage with such technologies. Ethical concerns varied significantly by academic role, with undergraduates and early-career researchers expressing greater apprehension. This disparity highlights the importance of considering role-based experiences and exposure in understanding attitudes toward AI. Strong correlations between ethical concern and support for informed regulation further emphasised the demand for institutional policies. These findings suggest that while stakeholders may perceive benefits, they also require key safeguards. The findings also suggest that functional value drives AI adoption more than ethical or demographic factors. This research underscores the need for tailored policies, AI literacy training, and stakeholder-specific strategies to guide the responsible integration of AI into academia, ensuring its benefits are maximised while potential harms are mitigated.

Keywords: Artificial Intelligence, Higher Education, Generative AI, Institutional Readiness, AI Perceptions

An Inquiry into Paul's Ethical and Exemplary Leadership in His Ministry to the Thessalonians: A Thematic and Comparative Analysis

Presenter: Simdumise Poswa, MDiv; PhD Student

This paper examines Paul's perspective on ethical leadership and social justice in his ministry to the Thessalonian community, as reflected in 1 Thessalonians. This qualitative research employed a thematic analysis to identify recurring themes of ethical leadership and social justice in Paul's letter to the Thessalonians. This is combined with a comparative leadership analysis to compare Paul's leadership principles with modern leadership theories such as ethical leadership and transformational leadership. 1 Thessalonians depicts Paul as an ethical leader who exemplified his teachings through a holy and just life (2:10), whose attributes did not include the use of deceit or flattery in his preaching and teaching (2:4-5). He exemplified this by not exhibiting greed or covetousness, as evidenced in his interactions with those he led (2:5-6). The paper also examines Paul's exemplary leadership, whose leadership culture can be safely emulated by his followers and whose teachings are practically reflected in his example as a leader. It shows Paul as an example of perseverance through hardships (2:1-2, 14-16), demonstrating that one can live a holy and blameless life (2:10; 4:1-7) and diligent and hard working (2:9; 5:14). The study then evaluates the impact of Paul's leadership in the lives of the Thessalonians to determine his effectiveness as a transformational leader. The study deduces that Paul's leadership was effective and transformational because the Thessalonians received his words as the word of God (2:13), followed his teachings and exemplary lifestyle faithfully amidst persecution (1:6; 2:14-15), and were reputed in

Macedonia, Acaia and environs for their faith, love, proclamation of the good news and their godly example (1:3, 7-8). Paul presents this as an affirmation of the way in which he and his companions presented the gospel to them (1:9). Paul's exhortation to support the weak and pursue what is good for everyone (5:14-15) is evidence that Paul was not only an ethical leader but also one who cared about social justice. This paper therefore reckons that Paul's leadership among the Thessalonians was very effective and is worth emulating for those who want to showcase ethical leadership which perseveres through hardships and the fight for social justice.

Keywords: Ethical Leadership, Exemplary Leadership, Servant Leadership, Transformational Leadership, Social Justice

Elections and Digital Safety: Strengthening Cybersecurity for Democratic Integrity in Kenya

Presenter: David Mwenda Thiaine

Elections are essential to a democracy as they ensure peaceful transfer of power. However, elections can be vulnerable due to cyber threats compromising public trust, fairness and transparency. Digital technologies in Kenya have been reshaped through electoral processes, including electronic voting, biometric registration, and digital campaigns. However, this poses new security challenges that require urgent and strategic interventions. Issues such as hacking, data breaches, and misinformation campaigns have become more pronounced, necessitating cybersecurity measures that safeguard democratic integrity. The study explores the intersection of elections and cybersecurity. It focuses on the need to protect digital electoral systems from vulnerabilities undermining trust. The paper identifies risks associated with voter registration databases, campaign platforms, and electronic voting machines; while seeking to develop a policy framework that ensures electoral systems are resilient against cyber threats. The research will adopt a mixed-methods approach, combining qualitative and quantitative techniques to provide a comprehensive assessment of electoral cybersecurity challenges. The research shall undertake a risk assessment to identify security gaps in digital election infrastructure. This involves examining past incidents, reviewing system vulnerabilities, and consulting with cybersecurity experts. Second training sessions for election officials and stakeholders to help give knowledge on cybersecurity, incident response capabilities and digital literacy. The process will ultimately include policy formulation and recommendations tailored to Africa's unique political and technological landscape, ensuring adaptability and sustainability. The main outcomes expected include the implementation of enhanced cybersecurity protocols to help mitigate election-related cyber risks, boost public trust in digital electoral processes through accountability mechanisms and scalable frameworks adaptable to various electoral contexts across Africa. Ensuring the security of digital electoral systems is crucial in upholding democratic values and maintaining public confidence in election outcomes, as well as addressing cybersecurity vulnerabilities through risk assessments, policy interventions, and capacity-building initiatives. This research aims to contribute to more transparent and resilient electoral processes. Strengthening digital safety in elections is not just a technical need but a key aspect of protecting democratic institutions in the digital age.

Keywords: Elections, Digital Safety, Social Equity, Morality, Justice

Using The Mendelian Randomisation and Cause-and-Effect Theory to Debunk the Myth of Moderate Drinking's Health Benefits

Presenter: Gisele Tchamba, PhD

The notion that moderate alcohol consumption confers health benefits, particularly for cardiovascular health, has been a persistent narrative in public health discourse. However, this claim is largely based on observational studies, which are prone to confounding and reverse causation, leading to potentially misleading conclusions. This presentation will explore how Mendelian randomisation (MR), a genetic epidemiological method, and cause-and-effect theory can be used to rigorously evaluate the causal relationship between alcohol consumption and health outcomes, challenging the myth of moderate drinking's benefits. Mendelian randomisation leverages genetic variants as instrumental variables to infer causality, circumventing the limitations of traditional observational studies. By using genetic variants associated with alcohol metabolism (e.g., ADH1B and ALDH2), MR provides a robust framework to assess the causal effects of alcohol consumption on cardiovascular disease, cancer, and mortality. Recent large-scale MR studies, such as those by Millwood et al. (2019) and Kassaw et al. (2024), have demonstrated that even moderate alcohol consumption does not reduce the risk of cardiovascular disease and is associated with increased risks of cancer and other adverse outcomes. These findings contradict the J-shaped curve often observed in observational studies, which suggests benefits at moderate levels of drinking. This presentation will also discuss the implications of these findings for public health policy and guidelines. By applying cause-and-effect theory, we can move beyond correlations to establish causal relationships, providing a stronger evidence base for recommendations on alcohol consumption. Case studies, such as the debunking of the "French Paradox," will be used to illustrate how confounding factors, such as diet and lifestyle, have likely contributed to the misinterpretation of observational data. Finally, this presentation will highlight the power of Mendelian randomisation and cause-and-effect theory in debunking long-standing myths about the health benefits of alcohol. By relying on rigorous causal inference methods, we can inform more accurate and effective public health strategies, ultimately improving population health outcomes.

Keywords: Mendelian Randomisation, Cause-And-Effect Theory, Moderate Drinking

Social Media: The Highways to Integrating Morality and Justice in the School Curriculum

Presenter: Derrick Okinyi Deya, PhD

Social media has become a way of life for society and comprises of several applications which the young learners in elementary and secondary schools get exposed to at a very tender age. They can be accessed through mobile phones, iPads, and computers, which, through technology, have become an integral part of our young lives today. It is claimed that the wrong use of social media has led to an increase in cases of immorality amongst youths worldwide. Cases of premarital sex, drug abuse, and other vices considered immoral are all over. However, contemporary technology such as phones and computers cannot be ignored, hence the need to find ways to positively utilise these social media and integrate them into the school curriculum so that they can be used to positively impact the youths morally since if it is well used, it can impact judgment and have them behave in ways that are morally acceptable. It has been proven that one way individuals can capture attention and drive engagement on these platforms is by sharing morally and emotionally evocative content. By use of the theories of social media and learning such as social constructivism, heutagogy, activity theory, connectivism, cognitive development, peer learning, and peer tutoring, and indepth literature review will be conducted to find ways and means by which cooperative learning can be integrated into the larger school curriculum to help involve youths attending school since the primary goal of social media platforms is to capture and monetize human attention. One way individuals and groups can capture attention and drive engagement on these platforms is by sharing morally and emotionally evocative content through the school curriculum. The study aims to review the growing body of research on the interrelationship between social media and morality, as well as its consequences for individuals and society. Moral content often goes viral on social media, which in turn fosters moral behaviour.

Keywords: Social Media, Integration, Morality, Justice, Curriculum

The Jubilee as a Model for Social Equality in Ancient Israel

Presenter: Feliks Ponyatovskiy, PhD

Social injustice is a persistent feature of human societies, rooted in human sinfulness and self-interest. Because most economic systems are designed to encourage wealth accumulation, they tend toward social stratification, unequal distribution of resources, and, consequently, inequality. The Hebrew Bible offers a distinctive countermeasure in the sabbatical–jubilee legislation (Lev 25; Deut 15): periodic restoration of ancestral land, release from debt servitude, and a kin-based right of redemption. An exact analogue to Israel's Jubilee is unattested elsewhere in antiquity. While various societies occasionally adopted measures to aid the poor, these were sporadic and ad hoc rather than regularised. This paper evaluates the Jubilee model through an economic lens and sets it in comparative perspective alongside modern approaches. It argues that the model's strengths include preventing people from becoming a permanent underclass, limits unchecked accumulation, and treats landholding as stewardship of God's land, accountable to the community (Lev 25:23). However, Jubilee was never a panacea, nor could it be. It did not abolish social stratification, and no institutional design can eradicate inequality's deeper cause—human corruption and self-interest. However, the main advantage of the Jubilee system may not have been how completely it could eliminate social inequality, but rather its important didactic message: the Jubilee model imparts principles that can guide contemporary efforts to combat inequality—namely, that God is the ultimate owner of everything, wealth is not the chief goal of life, and genuine care for one's neighbour must be an integral part of society.

Keywords: Jubilee, Leviticus 25, Social Justice, Economic Inequality, Land Tenure, Debt Release, Biblical Law, Comparative Political Economy

Inclusive Education Challenges and Best Practices among Primary Schools in Arusha Region, Tanzania: A Social Justice Response

Baraka Manjale Ngussa, PhD & Elias Elisha Mbuti

Inclusive education is one of the current trends in teaching and learning. In response, this study addressed special needs education as a social justice response to inclusive learning endeavors. This study was conducted in the Arusha Region, Tanzania, seeking to establish challenges and recommend best practices using a qualitative approach and case study design. Data collection involved an interview schedule with 12 heads of special needs education and six focus group discussions with special needs teachers. Data analysis was conducted using a thematic approach, examining and coding the text to identify specific patterns and themes. Ethical considerations included maintaining anonymity, ensuring confidentiality, providing freedom of participation, and obtaining permission from relevant authorities. The identified challenges in inclusive learning include a limited number of teachers, limited special needs expertise, negative attitudes toward inclusion, and teachers' inability to handle multiple learners with impairments. The study proposes a five-step best-practice model as a social justice response to the inclusion of learners with special needs. The model entails teachers and learners' positive attitude, infrastructural support, special needs diagnosis, appropriate teacher-learner ratio, and evaluation of the learning experiences as essential components for an effective inclusive learning atmosphere. Therefore, the study recommends that teachers as instructional leaders need to embrace the proposed best practices to realize effective inclusion.

Keywords: Special Needs Education, Inclusive, Social Justice, Attitude, Challenges, Best Practices

Reading the Letter of Philemon from the Administrative Perspective

Irakiza Munyamashara Etienne

The epistle of Paul to Philemon is the shortest of his letters. It has twenty-five verses overall. This letter is usually read in the context of advocacy, where the apostle Paul advocates the case of Onesimus and salvation by faith through grace as the core message that he intended to communicate. In the scholarly world and the Christian view, it lacks attention due to its shortness and individualistic destination. Apart from this letter displaying the advocacy character in the context of a once rebelled servant, it also depicts the notion of administration. The letter implicitly conveys the image of the Church administration during the early period, particularly the first century. In this paper, I will closely read and explore the letter to Philemon, emphasizing the administrative perspective within its literary structure, syntactical functions, and, most notably, the rhetorical aspect. The letter to Philemon conveys ethical and administrative principles that modern leaders from various institutions should adopt to fulfill their duties effectively.

Keywords: Paul, Philemon, Onesimus, Administration, Hierarchy, and Apostolic Authority

Friday, September 12, 2025, Presentation Abstracts

Educational Approaches to Developing Ethical Leadership: Promoting Integrity, Inclusivity, and Social Responsibility: A case of Kisii county, Kenya

Presenter: Callen Nyamwange, PhD

Education serves as a vital tool in nurturing ethical leaders who can address societal challenges with integrity, inclusivity, and social responsibility. In Kisii County, Kenya, the integration of ethical leadership development into educational settings remains limited, despite its potential to foster values-based leadership among youth and educators. This proposed study seeks to explore how structured educational interventions can cultivate ethical leadership qualities in diverse learning environments. The study will employ a mixed-methods research design to capture both quantitative and qualitative data on learners' knowledge, attitudes, and behaviours related to ethical leadership. The target population includes senior secondary school students (Forms 3 and 4), college/university students enrolled in leadership programs, and teachers/trainers. A minimum of 384 learners will be randomly selected using Cochran's formula for large populations. Data collection tools will include pre- and post-module assessments to measure a targeted 20% improvement in ethical knowledge, surveys to assess a 25% increase in appreciation for diversity, journal reflections, and focus group discussions. Descriptive and inferential statistics will be used for quantitative data analysis, while thematic analysis will be applied to qualitative responses. It is anticipated that the intervention will lead to measurable improvements in ethical awareness, inclusive attitudes, and learner engagement. Theoretical grounding will be provided by Ethical Leadership Theory, which emphasises the influence of modelled behaviour and social learning on ethical development. This research is expected to provide valuable insights into how educational institutions can effectively foster ethical leadership among students and educators, contributing to improved school cultures and community cohesion. Based on the findings, the study will propose the integration of ethical leadership modules into formal education and professional development programs as a strategic approach to shaping responsible future leaders.

Keywords: Education, Ethics, Integrity, Inclusivity, Leadership, Kisii County

The Link Between God's Justice and Social Involvement in Ellen G. White's Thought: A Theological Study

Presenter: David Aparicio Hernandez, PhD Candidate

This study explores the link between God's justice and social involvement in the thought of Ellen G. White, a key figure in Seventh-day Adventist theology. Using a documentary research methodology, it analyses primary sources, including White's published writings, letters, and denominational publications, alongside secondary sources that examine her theological and social perspectives. The study focuses on three critical social issues—religious liberty, war, and abolitionism—demonstrating how White's understanding of divine justice shaped early Adventist engagement with these causes. White emphasised the primacy of God's law, particularly as expressed in the Ten Commandments, as the foundation for addressing social injustices. Her writings suggest that early Adventists did not engage in social causes merely for societal reform but as an expression of loyalty to divine principles. The research highlights that White's advocacy for religious liberty was rooted in the belief that freedom of conscience is a divine mandate. Her stance on war and noncombatancy reflected adherence to God's commandments, particularly the Sabbath and the prohibition against killing. Regarding abolitionism, she identified slavery as a sin against God's justice and called for restitution to the oppressed as an extension of divine law. By examining Adventist social involvement within the broader framework of divine justice, this study provides insight into the theological motivations behind the denomination's early engagement with social issues. It concludes that White's integration of God's justice into social action offers a framework for understanding the Seventh-day Adventist Church's historical and contemporary responses to societal challenges.

Keywords: Ellen G. White, God's Justice, Seventh-Day Adventist Church, Religious Liberty, Abolitionism, Social Justice

The Impact of Moral Leadership and Social Justice in the Learning Environment

Presenter: Alex Ambuchi Jr., DMin, PhD Candidate

The primary objective of this paper is to analyse the impact of moral leadership and social justice through multiple disciplinary lenses, with a particular focus on transforming the learning environment. Specifically, the study investigates whether, and in what ways, moral leadership influences social justice by shaping employees' diverse identities. The significance of this relationship is reflected in Wang and Li's (2019) assertion that "identification with the supervisor's social identity reflects employee belonging, while taking responsibility as personal identity reflects employee self-consistency." This paper explores how moral leadership can address inequities while going through the complexities of social justice within an interdisciplinary framework. It examines the traditional foundations of moral leadership—including virtue ethics, deontological principles, and consequentialist perspectives—while also considering the challenges posed by automated systems that shape contemporary social structures. This is a conceptual research paper. It draws upon key published works from diverse perspectives—including scholarly articles, books, and newspapers from Kenya—this study underscores the pivotal role of moral leadership and social justice in shaping ethical organisational cultures. Such cultures not only foster employee engagement and commitment but also create a conducive environment where individuals feel valued, respected, and empowered to contribute meaningfully. By situating the discussion within both local and global contexts, the study demonstrates how moral leadership can bridge cultural and structural gaps, enhance inclusivity, and ensure that organisational practices align with principles of fairness, equity, and mutual respect. Findings indicate that moral leadership behaviours anchored in social justice represent effective practices for enhancing learning environments. Ultimately, this paper contributes to the leadership and ethics literature by demonstrating how participation, governance strategies, and ethical principles can promote organisational learning and support the pursuit of sustainable social justice.

Keywords: Moral leadership, social justice, earning environment, Ethical principles

Exercising Transformational Leadership in Christian Colleges and Universities: A Literature Review

Presenter: Weber R. Irembere, PhD

Leading colleges and universities are a complex enterprise in higher education settings. Colleges and universities' leadership encompass numerous styles, and none guarantees victory or predicts disappointment. As one of the leadership styles, transformational leadership is often described as the most effective model of leadership in various contexts. It consists of a process whereby a leader promotes not only the motivation but also the morality of colleagues (other leaders) and followers. Furthermore, transformational leaders pay attention to their followers' needs and assist them in realising their full potential at a high level. Some leaders misuse transformational leadership by prioritising their own interests over those of employees or followers both inside and outside educational institutions. This paper aims to describe different characteristics of transformational leadership. In addition, a comprehensive description of creative transformational leadership, considered the ideal leadership approach, will be provided to inform leaders of higher education institutions. Furthermore, a description of what makes creative transformational leadership will be provided in light of the literature. Importantly, through peer-reviewed published research articles, seminal works, meta-analysis, meta-synthesis research papers, and recent textbooks on leadership styles, this study will provide an overview of transformational leadership characteristics, including idealised influence, inspirational motivation, intellectual stimulation, and individualised consideration. Additionally, this paper will inform higher education leaders about effective ways to exercise transformational leadership, particularly in Christian higher education institutions. Ultimately, from a Seventh-day Adventist perspective and based on experiences, this study will provide recommendations for effective transformational leadership in Christian higher education institutions.

Keywords: Transformational Leadership, Colleges, Universities, Higher Education, Seventh-day Adventist, Christian Institutions

Evaluating Diversity, Equity, and Inclusion (DEI) Practices in Academic Libraries in Kenya: Challenges, Strategies, and Impact

Norah Mauti, MSc.

Diversity, Equity, and Inclusion (DEI) are fundamental principles that ensure academic libraries provide diverse, equitable and inclusive access to information resources and services for library users. In Kenya, academic libraries serve a diverse population of students, faculty, and researchers from different socio-economic, cultural, and disability backgrounds. However, the implementation and assessment of DEI initiatives in these libraries remain a critical area of study. The purpose of this study is to evaluate Diversity, Equity, and Inclusion (DEI) practices in academic libraries in Kenya, examining their current state and the frameworks that guide their implementation. The objectives of the study are: to assess the current practices of diversity, equity and inclusion in Kenyan academic libraries; to evaluate the impact of DEI initiatives on library services and user experiences; to identify challenges and barriers hindering the implementation of DEI initiatives in Kenyan academic libraries; to analyse strategies adopted to promote DEI practices in Kenyan academic libraries. The research assumption in this study is that DEI initiatives and frameworks are applied in Kenyan academic libraries to achieve diversity, equity and inclusivity in accessing information. The study will employ a desktop and observational research design, involving the analysis of existing literature, reports, case studies, and direct observation to understand current DEI practices, their impact, challenges, and strategies or frameworks adopted to promote initiatives in Kenyan academic libraries. Data will be collected from peer-reviewed journals, institutional reports, government publications, and credible online sources focusing on DEI in Kenyan academic libraries. The researcher will employ thematic analysis to identify recurring themes, patterns, and insights related to DEI practices, impact, challenges, and strategies. Findings

from this research will provide practical insights for academic institutions, librarians, and policymakers who are committed to fostering inclusive learning environments.

Keywords: Academic Libraries, Diversity, Equity and Inclusion (DEI), Information Resources, Library Services

Moral Leadership and Social Justice: The Case of the Catholic Church in Kenya

Presenter: Julius Nabende, PhD

There is a debate on the place of morality in politics and governance. Morality is associated with private space, while governance is associated with public space. The political class pushes the church to restrict itself to spiritual nourishment, yet the church is obligated to provide moral leadership and advocate social justice in society, a mandate that demands that the church consciously and constantly entangle itself with politics and governance. The State in Kenya consistently perpetuates violence and injustice against the citizenry, an issue the Catholic Church has been at the forefront of speaking against and advocating for social justice and moral leadership. The paper will employ a descriptive research design and will draw on data from both primary and secondary sources. The primary sources will consist of oral data collected through an oral interview guide administered to purposively sampled Catholic church clergy, civil society members, and other target groups. Written primary data will be obtained from the archives of the Catholic Secretariat. At the same time, secondary sources will be sourced from published articles in journals, newsletters, and newspapers from libraries across the country. Data will be analysed qualitatively using thematic and content analysis. The paper will examine strategies, processes, and initiatives the Catholic Church has adopted to advance moral leadership, human rights, and social justice. Secondly, the paper will discuss the conflicts between the state and the Catholic Church that emanate from its mission of upholding morality and social justice in society. Finally, the paper will assess the contribution of the Catholic Church in influencing constitutionalism, legislation, and policy on morality and social justice in Kenya. The paper concludes that the Catholic Church has remained a voice for social justice and moral leadership in Kenya. The paper recommends that the Catholic Church diversify the dissemination of its moral leadership and social justice advocacy work.

Keywords: Moral Leadership, Social Justice, Human Rights, Governance

Navigating Moral Leadership Complexities in Church, Society, Politics and Business: Balancing Social Justice and Multi-Stakeholder Engagement

Presenters: Frank O. Bannor, PhD Student & Dennis J. R. Matekenya, PhD

This study explores the complexities of moral leadership in a rapidly changing and pluralistic world, with particular focus on the domains of church, society, politics, and business. It advances an integrative framework of moral leadership that balances faith, social justice, and stakeholder engagement. Drawing upon stakeholder theory (Freeman, 1984), adaptive leadership (Heifetz, 1994), and ethical governance, the study proposes a leadership paradigm that is ethically anchored, inclusive, and responsive to diverse contexts. Biblical principles—vision (Proverbs 29:18), integrity (Colossians 3:23), governance (Romans 13:1), and societal influence (Matthew 5:13-16)—provide the theological foundation for this framework, ensuring that leadership practice is both faith-informed and socially relevant. The framework addresses three central complexities: value pluralism, accountability crises, and stakeholder legitimacy. By synthesizing scriptural imperatives with contemporary leadership theory, the study demonstrates how conviction and inclusivity, accountability and efficiency, and universality and contextualization can be held in creative tension. Illustrations from the church (Desmond Tutu), society (Martin Luther King Jr.), politics (Nelson Mandela), and business (Paul Polman) reveal how moral leadership can be holistic, actionable, and transformative across sectors. Ultimately, this study contributes a model of moral leadership that equips leaders to navigate ethical complexities with integrity, adaptability, and justice—anchored in faith, responsive to diverse stakeholders, and oriented toward the flourishing of pluralistic societies.

Keywords: Integrative Leadership, Stakeholder Theory, Moral Leadership, Church, Society, Multi-Sectoral Engagement

“Go with your servants” (2 Kings 6:3): Formation of Ethical Leaders through Ministry of Presence

Presenter: Sikhumbuzo Dube, MA

The formation of ethical leaders relies on good modelling by those who have walked or are currently walking the leadership path. While ethical leadership can be developed through instruction, it is most effective when experienced. The Ministry of Presence through campus chaplaincy provides the best foundation for modelling ethical leadership. Several biblical examples illustrate this from a theological perspective. Among these, the story of Elisha and the axe head that fell into the water exemplifies the ministry of presence and its impact on ethical leadership. In this narrative, Elisha serves as a consistent model leader. His paternal presence is evident in these young men's confidence in him. Their trust in their chaplain prompted one of them to say, “Please be willing to go with your servants” (2 Kings 6:3). The prophet could have dictated the course for the inexperienced leaders; however, upon their request, he chose to be present as they explored new horizons. A closer examination of this narrative highlights the importance of being dependable and reliable. In this article, campus chaplaincy will be viewed through the lens of Elisha's school of prophets and his ministry to the learners. Its primary focus is demonstrating how a campus chaplain can minister effectively without being overly instructive but available. Lessons from Elisha's Ministry of Presence will be used to assist those serving as campus chaplains in both religious and secular institutions in developing leaders who are both practical and ethical.

Keywords: Ethical Leaders, Leadership Development, Campus Chaplaincy, Ministry of Presence

Moral Leadership in Entrepreneurial Ecosystem: Advancing Social Justice in Marginalised Business Communities in Kenya

Presenter: Phillemon Landy Tubei, PhD Candidate

Moral leadership is a fundamental aspect of fostering ethical business practices, social justice, and inclusive development within entrepreneurial ecosystems. This study examines the role of moral leadership in advancing social justice and inclusive development among small businesses in Kitengela Town, Kajiado County, Kenya. Ethical leadership is crucial in ensuring business growth and sustainability, as well as stakeholder inclusivity and responsible decision-making, particularly in marginalised communities where economic disparities persist. The study adopted a mixed-methods approach, combining quantitative and qualitative techniques to assess moral leadership's impact. For quantitative data collection structured surveys were administered to 150 small business owners and managers, selected through purposive and stratified random sampling. Likert-scale and multiple-choice questions were used to capture data on ethics, stakeholder engagement, sustainability, and integrity. SPSS was used for descriptive and correlation analysis. For qualitative data, 20 key informants, including policymakers and business leaders, participated in semi-structured interviews and focus groups. NVivo facilitated thematic analysis, identifying patterns in ethical leadership behaviours and challenges. Triangulation enhanced the study's credibility by validating findings from multiple data sources and perspectives. Findings show that 76% of business owners value ethical decision-making, 69% emphasise stakeholder engagement, 58% adopt social responsibility, and 82% stress the importance of integrity for customer trust. Regression analysis revealed integrity ($\beta = 0.41$, $p = 0.001$) as the strongest predictor of advancing social justice in marginalised business communities, followed by ethical decision-making ($\beta = 0.35$, $p = 0.002$), stakeholder engagement ($\beta = 0.28$, $p = 0.010$), and social responsibility ($\beta = 0.22$, $p = 0.030$). The model's R^2 is 0.68, indicating strong predictive power. NVivo thematic analysis identified ethical leadership, stakeholder engagement, and integrity as key themes, reinforcing the value of moral leadership in entrepreneurship. In conclusion, the results highlight integrity, ethical decision-making, stakeholder engagement, and social responsibility as key drivers of social justice in marginalised business communities, with integrity as the strongest predictor. Moral leadership remains essential for promoting ethical and sustainable entrepreneurship in these settings.

Keywords: Moral Leadership, Ethical Decision-Making, Stakeholder Engagement, Social Responsibility, Social Justice, Integrity

Moral Leadership and Social Justice in Ezekiel 8–11 in light of God's Eschatological Holiness

Presenter: Elijah Ogembo, PhD Student

This study presents a comprehensive exegetical and theological analysis of Ezekiel 8-11, examining its profound critique of failed moral leadership in contrast to divinely orchestrated social justice, framed within the paradigm of God's eschatological holiness. Examining how the text constructs a paradigm of failed moral leadership and divine social justice against a backdrop of Jerusalem's imminent destruction (587 BCE), Ezekiel's vision unveils a priesthood and political elite entrenched in idolatry (e.g., the idol of Jealousy, 8:3-6) and systemic violence (filling the courts with corpses, 9:7). Through close exegesis of the Hebrew text and engagement with contemporary scholarship, I argue that Ezekiel's vision presents priestly corruption not merely as cultic failure but as systemic injustice that demands Yahweh's radical intervention. The study identifies three key dimensions of leadership failure in the text: (1) the proliferation of idolatrous practices within the Temple precincts (8:5-16); (2) the violent exploitation symbolized by "filling the courts with corpses" (9:7); and (3) the arrogant presumption of security among Jerusalem's leaders (11:3). Drawing from human role in the covenant with Yahweh, I demonstrate how these abuses constitute structural violence evident in eschatological Israel that will attract Judgement comparable to that of Ezekiel's time. The divine response unfolds in three acts of eschatological holiness. (1) the separation of a remnant marked for survival (9:4-6) (2) the withdrawal of the divine glory from the temple (10:18-19; 11:22-23), and (3) the promise of a new heart (11:19) counter-movements that establish an alternative justice framework: first, the marking of the righteous remnant (9:4-6) anticipates restorative justice; second, the departure of the *kābôd* (10:18-19; 11:22-23) deconstructs the theology of Temple inviolability; and third, the promise of a "new heart" (11:19) My analysis builds on Brueggemann's prophetic ethics while I demonstrate that the departure of God's glory dismantles the theology of temple inviolability, thereby repositioning holiness as mobile justice- Yahweh's solidarity with the exiles. This movement anticipates the eschatological restoration of Ezekiel 40-48, while holiness is recentralized in a transformed community, thereby engendering a repeat of God's justice in dealing with His remnant in the end times.

Keywords: Moral Leadership, God's holiness, Social Justice, Restoration, Abomination, Eschatological Judgement

Influence of Moral Leadership and Integrity for Addressing Systemic Inequality in Northern Tanzania Union Conference

Enoch M. Sando, PhD Student & Dennis J. R. Matekenya, PhD

This study explores the role of moral leadership and institutional integrity in addressing systemic inequality within the Northern Tanzania Union Conference (NTUC), a Seventh-day Adventist entity operating in a region marked by socioeconomic disparities and diverse populations. Drawing parallels to frameworks of social justice-oriented leadership in church institutions, the analysis highlights how NTUC's leadership integrates moral authority—rooted in values of equity, transparency, and community service—into its governance and outreach programs. For instance, NTUC's departments, such as Health Ministries and ADRA/Tanzania, prioritise equitable healthcare access and poverty alleviation, aligning with anti-corruption principles to mitigate systemic barriers like unequal resource distribution. The Union's emphasis on education, exemplified by the University of Arusha and youth

programs, reflects a commitment to dismantling structural inequities through inclusive policies and leadership development, mirroring broader calls for substantive equality in church institutions. By fostering accountability mechanisms—such as transparent financial practices and community engagement—NTUC’s leadership model demonstrates how moral integrity can counteract systemic biases and promote social cohesion. Challenges persist, however, including navigating cultural complexities and resistance to institutional reforms, underscoring the need for sustained ethical governance. This study argues that NTUC’s approach offers a replicable framework for faith-based organisations seeking to harmonise spiritual missions with tangible equity-driven outcomes in regions grappling with entrenched inequality.

Keywords: Moral Leadership, Institutional Integrity, Systemic Inequality, Social Justice, Ethical Governance

“Come, Follow Me” (Matt 4:19): Analysing Christ’s Method of Leadership in Ellen White’s Writings

Presenters: RoseMercy Chebichiy, MBA & Sikhumbuzo Dube, MA

The writings of Ellen White are replete with guidance on moral leadership and social justice. While she has written extensively on various subjects, she did not ignore the subject of leadership. She also emphasises a leadership style that does not dominate those being led but centres on servant leadership, which draws followers closer through a step-by-step process of empathy and compassion. She directs her readers to Christ’s example of multiplying followers who become loving witnesses to their leader’s goodness. This article analyses one of her quotations, emphasising that Christ’s method alone is an excellent evangelistic tool. While the passage emphasises winning souls for Christ, it provides a foundation for leaders to emulate the example of Christ in executing their duties. Careful attention is given to explaining the meaning of “mingling” with followers “as one who desired their good.” Furthermore, there is a discussion of the implications of following such an action without proper boundaries. The counsel of Ellen White on the moral obligations of leaders in ensuring that professional boundaries are not porous as leaders mingle with their followers. The empathy and compassion of front-runners to those they lead are analysed through the lenses of Ellen White’s writings. The authors investigate how Ellen White’s writings describe Christ’s method of winning the followers’ confidence, before going ahead to bid them “Follow Me”. They emphasise the importance of using Christ’s method in leadership. They emphasise the effectiveness of postmodern leadership when this method is applied. They also show the losses incurred when such a pattern is ignored in the execution of the leadership role.

Keywords: Leadership, Servant Leadership, Empathy, Compassion, Christ’s Method

Connecting Digital Literacy, Employment Opportunities and Social Justice: The Missing Link

Presenter: Marie-Anne Razafiarivony, PhD

Contemporary society has brought about rapid and advanced technological development, and digital literacy has become an integral part of one’s life. Digitally literate individuals can contribute to the development of a just society, where everyone has access to decent employment and can lead a fulfilling life. In that sense, digital literacy acts as an equaliser in the community by breaking the barriers to employment and may bring the promise of transformation in society. While a higher level of digital literacy ideally determines better employment opportunities and creates a more equitable society, this relationship is not always straightforward. First, there is a misunderstanding what digital literacy truly entails consequently individuals are not conscious of their lack of sufficient digital knowledge and cannot meet their employment opportunities expectations. Then there are disparities in digital literacy that contribute to social injustice. But even if individuals are fully digitally literate, there is no guarantee that employment opportunities would exist for them. In fact, digitalisation itself can sometimes be used to perpetuate social injustices. Ultimately, the mere existence of employment opportunities may not always translate to a just society, due to biases and systemic barriers. Although there is literature that explains the relationship between digital literacy and social justice, and digital literacy and employment opportunity there is a dearth of literature regarding the interrelationship among these three areas. This paper presents a literature-based theoretical framework that identifies and explains the relationship between digital literacy, employment opportunities, and social justice. Such a framework can serve as a starting point for more empirical studies that focus on promoting digital literacy in the pursuit of greater social justice.

Keywords: Digital Literacy, Employment Opportunities, Social Justice, Digital Divide

The Chaplain as a Social Justice Advocate: Balancing Spiritual Care and Activism

Presenter: Edward Isingoma

Chaplain provide spiritual care in various institutions, including the military, hospitals, jails, and schools. Their responsibilities today extend beyond simply offering pastoral support; they also involve social justice activism. This study explores the delicate balance between activism and spiritual care by examining the role of chaplains as advocates for social justice. Rising societal inequalities, human rights issues, and moral challenges faced by chaplains motivate this research. While chaplains are expected to offer compassionate spiritual counseling, they also confront structural injustices requiring their intervention. This dual role presents significant challenges: How can chaplains effectively promote social justice without compromising their spiritual mission? What strategies help them stay true to their calling while navigating institutional limits? Using in-depth interviews with chaplains in various settings, the study adopts a qualitative research approach. It gathers insights into their experiences, obstacles, and advocacy methods. A thematic analysis will identify patterns in how chaplains balance spiritual duties with advancing social justice. Preliminary findings suggest that, to drive meaningful change, chaplains should employ diverse tactics such as non-

confrontational communication, community empowerment, and collaboration with human rights groups. However, conflicts often arise between the moral imperative to address injustice and institutional expectations. The study aims to identify best practices for integrating advocacy into pastoral care without undermining spiritual authority. It contributes to the dialogue on faith-based social justice by offering practical guidance for chaplains facing the challenges of ministry and activism. Ultimately, it underscores the importance of theological education programs equipping chaplains with the skills needed to pursue moral advocacy while upholding their spiritual responsibilities.

Keywords: Chaplaincy, social justice, spiritual care, activism, advocacy

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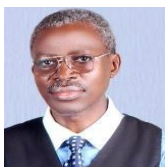


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