



43RD ROUNDTABLE CONFERENCE COMMUNIQUÉ

Theme: “Agile and Resilient Public Administration for Sustainable Development in Africa”



KAMPALA, UGANDA

26 - 29 NOVEMBER 2024

INTRODUCTION

1. The 43rd Annual Roundtable Conference of the African Association for Public Administration and Management (AAPAM) was successfully co-hosted by the Government of the Republic of Uganda in collaboration with the AAPAM Secretariat. The event took place from 26 to 29 December 2024 at the prestigious SPEKE Resort in Munyonyo, Kampala, Uganda
2. The **43rd Annual Roundtable Conference** was convened under the overarching theme:

“Agile and Resilient Public Administration for Sustainable Development in Africa,”

3. The conference revolved around several key sub-themes, each addressing a specific aspect of public administration:
 - a) **Strengthening Leadership and Management Capacity:** Focused on enhancing public sector leadership skills and ethics.
 - b) **Building Resilient Institutions:** Addressed institutional stability and governance continuity during crises.
 - c) **Inclusive and Participatory Governance:** Explored mechanisms for engaging diverse community voices in governance.
 - d) **Public-Private Partnerships (PPPs):** Highlighted the role of PPPs in driving economic growth and improving service delivery.
 - e) **Harnessing Technology:** Discussed the transformative potential of digital tools in public service delivery.
 - f) **Enhancing Public Service Delivery:** Focused on streamlining administrative processes to improve citizen satisfaction.
 - g) **Ethical Foundations and Accountability:** Advocated for strong ethical standards and transparency in governance.

WELCOME AND OFFICIAL OPENING

4. The 43rd Annual Roundtable Conference was convened under the theme: "Agile and Resilient Public Administration for Sustainable Development in Africa." In his opening remarks, President Yoweri Museveni challenged administrators to deepen their understanding of the philosophical and ideological orientation that informs policy propositions, emphasizing its centrality to effective governance and development.
5. Reflecting on the theme, Minister Inkosi Mzamo Buthelezi highlighted the necessity of building agile and adaptive states, capable of navigating complex challenges and leveraging opportunities for sustainable development across the continent. Dr John Nakabago, the President of AAPAM, underscored the importance of adopting innovative public administration practices specifically designed to address the unique challenges facing the African continent.

ATTENDANCE AT THE CONFERENCE

6. This Section is under Development

7. The conference brought together a diverse and distinguished group of participants, including Ministers, Heads of Public/Civil Services and Secretaries to Cabinet, and Permanent/Principal Secretaries. Joining them were local elected officials and other senior government representatives, alongside Chairpersons and Commissioners of Public Service Commissions and Heads of Management Development Institutes. The event also welcomed development partners, representatives from statutory institutions, scholars, researchers, AAPAM Young Professionals, and a wide array of other esteemed delegates from various sectors.
8. The Roundtable Conference was graced by the presence of several AAPAM partner organizations, which actively participated and delivered messages of solidarity. These included the United Nations Department of Economic and Social Affairs (UNDESA), the International Institute of Administrative Sciences (IIAS), the Africa Public Sector Human Resource Network (APS-HRMnet), the South African Association of Public Administration and Management (SAAPAM), and the Chandler Institute of Governance (CIG). Other notable participants included Emerging Public Leaders, as well AAPAM Young Professionals Network (YPN).

CONFERENCE LOGICAL FRAMEWORK

9. The conference was organized in Nine (9) plenary sessions, five (5) parallel and specialised sessions. Three (3) regional Chapters met on the margin of the Conference. One of the eight plenary sessions was specifically dedicated to Innovation Management Awards.
10. The Conference provided a platform for several key networks and stakeholders to convene on its margins, fostering dialogue and collaboration on issues of shared interest. These included Heads of Public Service, Cabinet Secretaries, and representatives from Public Service Commissions, alongside specialized networks such as the AAPAM Young Professionals Network (YPN), the Africa Public Sector Human Resource Network (APS-HRMnet), and forums for Research and Academia.
11. In these sessions, participants exchanged critical information, shared valuable experiences, and identified lessons to strengthen governance and public administration practices across the continent. Additionally, the AAPAM Executive Committee and Council convened for meetings to discuss the organization's strategic priorities and future direction. These interactions highlighted the importance of collaboration and knowledge-sharing in addressing Africa's governance challenges.

INNOVATIVE MANAGEMENT AWARDS

12. Mr. Hajji Kakande was honoured with the AAPAM Presidential Award as the Outstanding Public Servant of the Host Country and recognized as the 2024 AAPAM Excellence Award Recipient.
13. The conference celebrated exceptional contributions to public service through the AAPAM Innovative Management Awards, which recognize and honor creativity and excellence in African public services. The jury, comprising experts from across the continent, evaluated submissions based on a rigorous scoring system. Six top submissions were selected for merit recognition. These awards underscore AAPAM's commitment to fostering innovation and excellence in public service delivery across Africa
14. The top submissions were arrived at by summing up the individual scores from the jury members and calculating the average score. The jury also singled out innovations which impressed them across the board. The final score is as follows:

No.	Name of Innovation	Country	Number	Prize
1	Innovative Healthcare Delivery	Kenya	1	Gold
2	Customer Centric Service Delivery	Zambia	2	Silver
3	AI driven Service Delivery	Mauritius	3	Bronze
Runners-up				
4	e-Procurement Project	Tanzania	5	Glass
5.	Digital Service Delivery	Egypt	6	Glass
6	Special Mention	Uganda	7	Glass

INTERVENTIONS, OBSERVATIONS AND RECOMMENDATIONS

Presidential Address

15. In his opening remarks at the 43rd AAPAM Roundtable Conference, His Excellency President Yoweri Kaguta Museveni emphasized the critical importance of grounding public service and administration in a solid philosophical foundation rooted in ethics, integrity, and citizen-centered service delivery. He underscored the role of governance ideologies, from state-led developmental approaches to market-driven frameworks, in shaping responsive, transparent, and effective public sector policies. Highlighting the need for clear strategies, President Museveni advocated for prioritizing innovation, efficient resource allocation, and fostering partnerships to achieve sustainable governance goals. He further called for robust implementation mechanisms, emphasizing institutional capacity building, intergovernmental collaboration, and the integration of technology as essential to delivering measurable outcomes and addressing Africa's governance challenges.

Leadership and Capacity Building

16. Delegates highlighted the critical need for ethical leadership, emphasizing mentorship, leadership training programs, and succession planning to groom future public sector leaders. Digital tools and cross-border collaborations were identified as enablers of effective leadership development.

Resilient Institutions

17. Insights from crisis management, particularly the COVID-19 pandemic, emphasized the importance of pre-crisis planning and institutional agility. Delegates called for

robust legal frameworks to enhance governance continuity and institutional accountability.

Inclusive Governance

18. The conference advocated for community empowerment through citizen engagement platforms and participatory governance mechanisms. Structural reforms were identified as necessary to ensure equitable representation and access to resources for marginalized groups.

Public-Private Partnerships (PPPs)

19. While PPPs were recognized as vital for infrastructure and service delivery, concerns about transparency and elite capture were raised. Delegates recommended clear frameworks and mutual accountability mechanisms to ensure PPPs benefit broader populations.

Digital Transformation

20. The integration of technology into governance emerged as a recurring theme. Delegates emphasized the importance of investing in digital infrastructure, promoting digital literacy, and leveraging AI and data analytics to enhance decision-making and service delivery.

Ethics and Accountability

21. Delegates underscored the necessity of whistleblower protection, open governance systems, and embedding ethical values into public service training. Accountability was viewed as a cornerstone for building public trust in governance.

RECOMMENDATIONS FROM THE 43RD AAPAM CONFERENCE

22. The following recommendations from the 43rd AAPAM Conference aim to strengthen governance, enhance public service delivery, and foster sustainable development across Africa through innovation, collaboration, and inclusivity.

- a) **Strengthen Public Sector Leadership:** Establish capacity-building programs focused on ethical governance, strategic decision-making, and adaptive leadership to meet the dynamic needs of African public administration.

- b) **Enhance Institutional Resilience:** Develop crisis management frameworks and invest in institutional capacity to ensure continuity and stability during emergencies and socio-economic challenges.
- c) **Promote Inclusive Governance:** Implement participatory governance mechanisms that prioritize the voices of marginalized groups, ensuring equity and inclusivity in decision-making and resource distribution.
- d) **Leverage Digital Transformation:** Invest in digital infrastructure, promote digital literacy, and integrate advanced technologies like AI and data analytics to improve public service delivery and governance efficiency.
- e) **Strengthen Public-Private Partnerships (PPPs):** Develop clear accountability frameworks for PPPs to ensure transparency and equity, focusing on delivering tangible benefits to all citizens, particularly underserved communities.
- f) **Embed Ethical Standards in Governance:** Institutionalize whistleblower protections, enhance transparency, and promote accountability through robust monitoring and evaluation systems.
- g) **Foster Knowledge Sharing and Collaboration:** Encourage regional and international partnerships, peer learning, and the exchange of best practices among African countries to address shared governance challenges and foster innovation.

ACKNOWLEDGEMENTS

23. The Conference expressed profound gratitude to all AAPAM partners, especially Member States, and particularly the Government of Uganda, under the leadership of His Excellency President Yoweri Kaguta Museveni, for the country's generosity, unwavering commitment, and support in hosting and, more importantly, finding time out of his busy schedule to grace the 43rd Annual AAPAM Roundtable Conference with his presence.
24. The Conference congratulated the winners of the AAPAM Innovation Management Awards for their dedication and brilliance in expanding the boundaries of knowledge. Delegates extended heartfelt gratitude to the National Organizing Committee, the friendly people of Uganda, and the staff of the Speke Resort for their exceptional arrangements, which ensured their comfort and convenience throughout the event.
25. Delegates also commended the AAPAM leadership, secretariat, resource persons, and rapporteurs for their commitment to making the 43rd Roundtable Conference a resounding success. The AAPAM fraternity is welcomed to the 44th AAPAM

Roundtable Conference whose theme, venue and date will be announced in due course.

**DONE AT THE SPEKE RESORT, MUNYONYO, KAMPALA, UGANDA
THIS 29 DECEMBER 2024**

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