

# THE AFRICAN ASSOCIATION FOR PUBLIC ADMINISTRATION AND MANAGEMENT (AAPAM) 42<sup>ND</sup> ROUNDTABLE CONFERENCE REPORT

Theme: Building Resilient Societies through Effective Governance and Public Administration in Africa: An Imperative for the Realisation of the SDGs and Agenda 2063 Aspirations



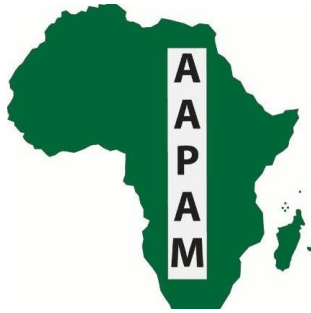
Republic of Zambia

AFRICAN ASSOCIATION FOR  
PUBLIC ADMINISTRATION AND  
MANAGEMENT (AAPAM)



ASSOCIATION AFRICAINE POUR  
L'ADMINISTRATION PUBLIQUE  
ET LE MANAGEMENT (AAAPM)





# **The African Association for Public Administration and Management (AAPAM) 42<sup>nd</sup> Roundtable Conference Report**

**EDITOR**

George Scott, African Association for Public Administration and  
Management (AAPAM), Nairobi, Kenya

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Building Resilient Societies through Effective Governance and Public Administration in Africa:

An Imperative for the Realisation of the SDGs and Agenda 2063 Aspirations

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**Theme: Building Resilient Societies through Effective Governance  
and Public Administration in Africa: An Imperative for the  
Realisation of the SDGs and Agenda 2063 Aspirations**

Report of the  
**42<sup>nd</sup> The African Association for Public Administration and  
management (AAPAM) Annual Roundtable Conference**

Hosted by  
**The Republic of Zambia**

Date 05<sup>th</sup> – 09<sup>th</sup> December 2023

## ***AAPAM Partners***

1. *Government of Zambia*
2. *United Nations Department of Economic and Social Affairs (UNDESA)*
3. *Africa Peer Review Mechanism (APRM)*
4. *Chandler Institute of Governance (CIG)*
5. *Kenya Airways*
6. *The International Institute of Administrative Sciences (IIAS)*
7. *South African Association of Public Administration and Management (SAAPAM)*
8. *African Union*

# Contents

Foreword.....	xii	
Acknowledgement.....	xiv	
Introduction.....	1	
<b>Plenary One</b>		
Conference day one: Tuesday 5th December 2023 official opening and welcome		
Session Chair: Mr. Wisdom Bwalya, Permanent Secretary, Zambia		
Rapporteur: Nobert Peleti AAPAM President-		
Dr. John Nakabago.....	4	
Messages of solidarity		
Session chair: mc: joseph dada, AAPAM Deputy President; West Africa		
Rapporteur: Morgan Chuunga and Mala Mulwanda .....		12
<b>Plenary Two</b>		
Sub-theme: 1 Strengthening the capabilities and aspirations of African public administration at local and national levels Topic: - the need for integrated implementation of the 2030 agenda for sustainable development and the Africa agenda 2063: session chair: Mr. James Thompson- head of civil service commission of Liberia rapporteur: Ms. Jennifer Mukuka Njelesani .....		14
Discussion, observations and responses.....		23
AAPAM council and general assembly .....		26
AAPAM Council Meeting .....		28

### **Plenary Three**

Conference day two: Wednesday 6th December 2023

Sub-theme 1: Strengthening the capabilities and aspirations of African Public Administration at local and national levels Session chair: hon. Ridhwani Kikwete - Deputy Minister for Public Service Management and good Governance: United Republic of Tanzania

Rapporteur: Mr. Mumba Tembo ..... 30  
Discussion, observations and responses..... 36

### **Plenary Four**

Sub-theme 1: Strengthening the capabilities and aspirations of African public administration at local and national levels Topic: state's resilience in times of crisis by promoting compliance with public administration norms and standards Session Chair: Hon. Prof. Saleh el- sheikh - President Central Agency for organization and administration (CAOA)

Arab Republic of Egypt 7 Rapporteur: Mr. Nobert Peleti .....38  
Discussion, observations and responses..... 45

### **Plenary Five**

Sub-theme 2: Harnessing Africa's diversity and demographic dividends for socio-economic transformation: leaving no one behind Session Chair: Hon. Philip Tondoneh- deputy minister for public administration and political affairs, Sierra Leone

Rapporteur: ms. Jennifer Mukuka Njelesani ..... 47

Discussion, observations and responses..... 51

### **Plenary Six**

Sub-theme 3: Accelerating regional integration through AFCFTA to attain agenda 2063 aspirations

Session chair: Hon. Patrick Kangwa- Secretary to Cabinet of Zambia

Rapporteur: Morgan Chuunga ..... 53

Discussion, observations and responses..... 57

### **Plenary Seven**

Sub-theme 4: Transforming public administration in Africa through emerging technologies and innovation

Session Chair: Hon. Wilson Muruli Mukasa, Minister for Public service- Republic of Uganda

Rapporteur: Mr. Mumba Tembo ..... 59

### **Specialized Breakaway Sessions**

Session chair: Mr. Gershon Kamatuka- Commissioner, Public service Commission, Namibia

Rapporteur: Mr. Mumba Tembo ..... 66

### **Academia Session**

Mrs. Namakau Kakanda Sinkala- National institute of Public Administration (NIPA), Zambia: “detached policy implementation

Theory: Teenage Pregnancy in Zambia” ..... 68

Discussion, observations and responses..... 70

## **Specialized Breakaway Sessions**

UNDESA workshop: Session Chair: Hon. John Sumailah- Secretary to Cabinet and Head of Public Service of Sierra Leone	
Rapporteur: Mala Mulwanda Sikazwe- MCDSS- Zambia .....	72
Discussion, observations and responses.....	76

## **AAPAM Young Professionals Network (YPN):**

<i>"Enhancing Young Professional Engagement and Membership within AAPAM"</i> Session Chair- Mr. Rajab Lukwago, YPN President – Republic of Uganda .....	78
---	----

## **Plenary Eight**

Conference day three: Thursday 7th December 2023	
<i>Sub-theme 4 Transforming public administration in Africa through emerging technologies and innovation</i>	
Session chair: Hon. Emma Theofelus- Deputy Minister of ICT, Namibia	
Rapporteur: ms. Jennifer Mukuka Njelesani .....	80
Discussion, observations and responses.....	86

## **Innovative Management Awards (Ima)**

Session Chair: Dr. John-Mary Kauzya, Chairperson of AAPAM Jury	
Rapporteur: Mr. Mumba Tembo .....	88
Discussion, observations and responses.....	91

## **Parallel Session 1**

*Fostering Innovation through Transformational Leadership to reach the*

*SDGs* Session Chair: Hon. Emma Theofelus-

Deputy Minister of ICT, Namibia

Rapporteur: Mr. Mumba Tembo and Mala Mulwanda Sikazwe ..... 92

## **Parallel Session 2**

*Country Case Studies*

Session Chair: Hon. John Sumailah- Secretary to Cabinet and Head of  
Public Service of Sierra Leone

Rapporteur: Mr. Mumba Tembo and Mala Mulwanda Sikazwe ..... 94

Discussion, observations and responses..... 96

## **Parallel Session 3**

*Country Case Studies*

Session Chair: Mr. Illo Jallow- Deputy Secretary to Cabinet, Republic  
of Gambia Rapporteur: Jennifer Njelesani ..... 97

Discussion, observations and responses.....104

Winning Innovations Presented at the Gala Dinner .....106

## **Plenary Nine**

Conference Day Four: Friday 8th December 2023

*Report Back on Regional Chapter Meetings*

West Africa

Chaired: Dr Nicholas Ayamga- Vice President West Africa

Rapporteur: Mr. Mumba Tembo ..... 109

Closing Ceremony ..... 112

Communique .....	115
Introduction .....	116
Official Opening .....	118
Conclusions .....	122
Acknowledgment .....	123
42nd AAPAM Roundtable Conference Delegates list .....	125

## FOREWORD

It is with great pleasure and enthusiasm that I introduce the report on the 42nd AAPAM Annual Roundtable Conference, held from the 5<sup>th</sup> to the 9<sup>th</sup> of December 2023, in the enchanting town of Livingstone, Zambia. This gathering brought together a diverse array of stakeholders, partners, and delegates from across the African continent, fostering a collaborative space where knowledge, strategies, experiences, ideas, and views were shared.

The theme of the conference, "Building Resilient Societies through Effective Governance and Public Administration in Africa: An Imperative for the Realization of the SDGs and Agenda 2063 Aspirations," underscores the critical role that governance and public administration play in shaping the future of our continent. The discussions held during this event delved deep into the challenges and opportunities that lie ahead, with a keen focus on the Sustainable Development Goals (SDGs) and the aspirations of Agenda 2063.

The Livingstone conference served as a dynamic platform for meaningful dialogue, innovation, and collaboration among ministers, heads of public service, cabinet secretaries, managers, administrators, scholars, researchers, young professionals, students, and private sector practitioners. The collective expertise and insights shared during this gathering have undoubtedly contributed to the broader discourse on

effective governance, resilience, and the realization of our shared developmental goals.

I extend my sincere appreciation to all participants, organizers, and contributors for their commitment to the success of this conference. May the insights gained, and connections forged during this event continue to inspire transformative actions that propel our continent towards a future of sustainable growth and prosperity.

This report encapsulates the extensive discussions held during the 42nd Roundtable Conference. It presents a wealth of insights into the central theme of "Building Resilient Societies through Effective Governance and Public Administration in Africa: An Imperative for the Realisation of the SDGs and Agenda 2063 Aspirations. The document encompasses diverse perspectives and ideas that hold significance for Africa in the era of New Public Administration and management. It serves as a comprehensive repository of knowledge, offering a nuanced understanding of the challenges and opportunities discussed during the conference.

**Dr. John Nakabago**

AAPAM President

## ACKNOWLEDGEMENT

The successful culmination of the 42nd AAPAM Annual Roundtable Conference, held from the 5th to the 9th of December 2023 in the picturesque town of Livingstone, Zambia, was made possible through the collective efforts and invaluable contributions of numerous individuals and organizations. On behalf of AAPAM, we extend our heartfelt gratitude to all those who played a pivotal role in the success of this significant event.

We express our sincere appreciations to the the Vice President of Zambia Honorable Mutale Nalumango for gracing us with her presence, Zambia Cabinet Office, various stakeholders, partners, and delegates who joined us from various corners of Africa. Your active participation, insightful contributions, and unwavering commitment to the theme, "Building Resilient Societies through Effective Governance and Public Administration in Africa: An Imperative for the Realisation of the SDGs and Agenda 2063 Aspirations," enriched the discussions and elevated the conference to new heights.

Special thanks go to the distinguished speakers, panellists, and moderators who shared their expertise and perspectives, inspiring thoughtful dialogue and fostering an environment of collaborative learning. Your dedication to advancing the discourse on governance, public administration, and sustainable development has left an indelible mark on the conference proceedings.

We acknowledge the support and coordination efforts of the local organizing committee in Livingstone, Zambia, whose meticulous planning, and hospitality ensured the smooth execution of the conference. The warm reception and cultural richness of the host town added a unique dimension to the overall conference experience.

Furthermore, our appreciation extends to the sponsors whose generosity and commitment to the mission of AAPAM significantly contributed to the success of the event. Your support underscores the importance of collaborative efforts in addressing the challenges and opportunities facing public administration in Africa.

Finally, we express gratitude to the AAPAM Secretariat and all those behind the scenes who worked tirelessly to bring together diverse perspectives, facilitate engaging discussions, and compile this comprehensive report. Your dedication to the goals of AAPAM is integral to the organization's continued success.

This report stands as a testament to the collective spirit of cooperation and shared commitment to advancing the principles of effective governance and resilient societies in Africa. We look forward to continued collaboration as we work together towards the realization of the SDGs and Agenda 2063 aspirations.

Thank you all for your unwavering support and contributions.

**Prof George Scott**

Secretary General

# INTRODUCTION

The 42nd Annual Roundtable Conference of the African Association for Public Administration and Management (AAPAM) was co-hosted by the Government of the Republic of Zambia in partnership and coordination with the AAPAM Secretariat at the Avani Victoria Falls Resort, Zambia from 05<sup>th</sup> - 09<sup>th</sup> December 2023

The 42nd Annual Roundtable Conference was held under the guiding Theme: “Building Resilient Societies through Effective Governance and Public Administration in Africa: An Imperative for the Realisation of the SDGs and Agenda 2063 Aspirations”.

The following sub-themes steered discussions at the conference:

- a) Strengthening the Capabilities and Aspirations of African Public Administration at both Local and National Levels
- b) Harnessing Africa’s Diversity and Demographic Dividends for Socio-Economic Transformation: Leaving No One Behind
- c) Transforming Public Administration in Africa through Emerging Technologies and Innovation
- d) Accelerating Regional Integration through AfCFTA to Attain Agenda 2063 Aspirations

Four hundred and fifty (450) delegates from Twenty-Four (24) Countries attended the Conference. Representation at country level was distributed as follows:

Benin, Belgium, Botswana, Cameroon, Egypt, Ethiopia, Germany, Ghana, Kenya, Lesotho, Liberia, Mauritius, Nigeria, Palestine, Rwanda, Sierra Leone, Singapore, South Africa, South Sudan, Tanzania, Uganda, USA, Zambia, Zimbabwe.

Among the participants were Ministers; Heads of Public/Civil Services and Secretaries to Cabinet; Permanent/Principal Secretaries, local elected officials, and other high ranking Government Officials. Others were Chairpersons and Commissioners for Public Service Commissions; Heads of Management Development Institutes; Development Partners; representatives of Statutory Institutions; scholars and researchers AAPAM Young Professionals and other delegates of various standing.

Several AAPAM partner organizations graced the Roundtable Conference. Organizations that sent representatives and delivered messages of solidarity to the conference were: the United Nations Department of Economic and Social Affairs (UNDESA), the International Institute of Administrative Sciences (IIAS), Africa Public Sector Human Resource Network (APS-HRMnet), South African Association of Public Administration and Management (SAAPAM),

Chandler Institute of Governance (CIG), Emerging Public Leaders, General Personal Council, Palestine and African Peer Review Mechanism (APRM), Kenya Airways (KQ) and ZAMTEL.

# PLENARY ONE

CONFERENCE DAY ONE: TUESDAY 5<sup>th</sup> DECEMBER 2023

*OFFICIAL OPENING AND WELCOME*

**Session Chair: Mr. Wisdom Bwalya, Permanent Secretary,  
Zambia**

**Rapporteur: Nobert Peleti**

**AAPAM President- Dr. John Nakabago**

In his opening remarks, Dr. Nakabago conveyed his deep gratitude to Zambia for hosting and supporting AAPAM programmes. He highlighted the Executive Committee's decision to bestow AAPAM's highest honour upon Dr Msiska, acknowledging his significant contributions in the field of governance and public administration at national, continental, and global levels. Mr. Nakabago then recognized the presence of esteemed ministers and proceeded to explain the rationale behind the conference's theme. He emphasized the critical role of technology in advancing governance and enhancing service delivery, noting the conference's importance as a platform for networking, mentorship, and personal development. He also mentioned the presentation of awards, aimed at recognizing exceptional achievements and contributions.

The President used this opportunity to outline AAPAM's role in capacity development, reaffirming the organization's commitment to establishing itself as a center of excellence in public administration. He proudly cited AAPAM's strengthened internal capacities, which

included the development of a governance charter, human resource management, and finance policies. He also shared AAPAM's successes in implementing capacity-building initiatives across Africa and beyond, highlighting their significant impact on public administration. Looking ahead, he noted that the focus for the upcoming year would be on further professionalizing the field of public administration through research, knowledge sharing, contributions to recruitment processes, and the promotion of greater accountability in alignment with the African Charter. In conclusion, the President expressed heartfelt gratitude to the African governments for their ongoing support of AAPAM, especially through annual subventions, and commended the excellent organization of the conference, setting an optimistic and forward-thinking tone for the event.

## **Provincial Minister, Hon. Credo Nanjuwa, MP**

In his welcoming address, Hon. Nanjuwa, MP, expressed pleasure at fact that Zambia, particularly Livingstone, was chosen as the venue for the 42nd AAPAM roundtable conference. He exuded confidence that the conference would serve as an excellent platform for exchanging ideas and gaining insights from the wealth of knowledge and expertise present among the participants. Additionally, He concluded by encouraging attendees to take advantage of their time in Livingstone to visit various local attractions, including the majestic Victoria Falls, the Livingstone Museum, and various wildlife sites.

## **Secretary to the Cabinet for the Republic of Zambia, Mr. Patrick K. Kangwa**

Mr. Kangwa, the Convener of the 42nd AAPAM Roundtable conference, highlighted the significance of the event. He described the conference as a vital gathering point for distinguished public administrators, policymakers, academia, and practitioners from across Africa and beyond. The conference, he added, serves as a platform for engaging in meaningful discussions on critical issues facing the continent.

Mr. Kangwa further elaborated on AAPAM's role in promoting effective governance and public administration in Africa. With its extensive network and expertise, AAPAM has been a key contributor to the realization of sustainable development goals on the continent. He also noted Zambia's history of involvement with AAPAM, mentioning that the country had previously hosted the AAPAM presidency twice, first with Dr. Jonathan Chileshe in 2005 and then with the late Dr Roland Msiska in 2015. Mr. Kangwa emphasized that Zambia's hosting of the 42nd conference demonstrated its ongoing commitment to, and support for, AAPAM's objectives and activities.

## **Her Honour Mutale Nalumango Vice President of the Republic of Zambia**

In her opening remarks Her Excellency Nalumango expressed pride in Zambia's role as the host and highlighted the country's natural beauty, which provided an ideal setting for the conference. Her remarks set a dignified tone, showcasing Zambia's dedication to facilitating meaningful discussions and collaborations among African nations. She noted with appreciation that the conference focused on themes such as 'demographic dividends' and 'leaving no one behind', advocating for inclusive growth and equitable development across the continent. The Vice President emphasized the importance of leveraging Africa's resources and the role of technological advancements in enhancing service delivery. She highlighted the African Continental Free Trade Area (ACFTA) as a key component in achieving the goals of Agenda 2063 and aligning with the global Agenda 2030.

The vice president urged delegates to engage in constructive dialogues and build partnerships, considering these as essential for the future of the continent. Furthermore, she stressed the significance of the AAPAM Awards in recognizing homegrown solutions to African challenges. In concluding her speech, the Vice President warmly welcomed delegates, inviting them to experience Zambia's rich cultural heritage and natural beauty, including the iconic Victoria Falls. This invitation represented Zambia's commitment to Africa's growth and cultural diversity. She reminded the conference about the theme's

relevance not only to Africa's development but also in achieving the United Nations Sustainable Development Goals. Emphasizing the need to harness Africa's diversity and demographic potential for socioeconomic transformation, the Vice President highlighted the importance of transforming public administration through technologies like e-governance, big data analytics, artificial intelligence, blockchain, and mobile technologies.

## **Vote of Thanks- Hon Saleh Elsheikh AAPAM Vice President North Africa**

In rendering a Vote of Thanks, Hon. Saleh Elsheikh, on behalf of all the participants, extended profound gratitude to Zambia. He specifically thanked the Honourable Minister for Public Service, various government representatives, and the people of Zambia for their exceptional hospitality. He praised Zambia, often referred to as Africa's cradle of peace, for providing a peaceful and harmonious environment that was ideal for hosting a conference of this stature. This setting, he acknowledged, facilitated productive and meaningful discussions, surpassing the already high standards set by the 27th RTC held in Livingstone in 2005. The Conference, under Zambia's stewardship, was lauded for offering a significant platform to address challenges, exchange insights, and foster collaboration for the future of the continent. The conference's theme was particularly noted for its depth in understanding the complexities within African nations and highlighting Zambia's critical role in steering these important discussions.

Hon. Elsheikh also conveyed the collective appreciation of the participants to everyone involved in the meticulous planning and execution of the conference. The dedication and hard work of the host minister, senior officials, and the staff were acknowledged for contributing to a seamless and enriching experience for all attendees. The unity and cooperation demonstrated by Zambia served as an

inspiration, reflecting the country's dedication to the collective progress of Africa. In conclusion, Hon. Elsheikh reiterated deep appreciation for the warm reception and lasting impact of Zambia's hospitality. He expressed eagerness to continue this fruitful relationship with Zambia, in the shared pursuit of a prosperous and sustainable future for Africa, and recognized Zambia's significant role in promoting unity and progress on the continent.

## MESSAGES OF SOLIDARITY

**Session Chair: MC: Joseph Dada, AAPAM Deputy President;  
West Africa**

**Rapporteur: Morgan Chuunga and Mala Mulwanda**

Several partners organizations presented messages of support at the 42nd Conference, reflecting a strong commitment to enhancing public administration and governance across Africa. These partners included notable figures and organizations such as Ms. Elizabeth Niland from the United Nations Department of Economic and Social Affairs (UNDESA), Prof. Eddy Maloka of the African Peer Review Mechanism (APRM), Mr. Fathy M. K. Khade from the General Personnel Council, Palestine, Dr Steve Troupin from the International Institute of Administrative Science (IIAS), Ms. Savia Mugwanya of the Africa Public Sector Human Resource Network (APS-HRMnet), Mr. Kenneth Sim from the Chandler Institute of Governance (CIG), Prof. Kgothatso Shai of the South African Association for Public Administration and Management (SAAPAM), Mr. Richard Okai, Director of Programmes & Learning at Emerging Public Leaders (EPL), and Mr. Zulu Dalitso from Kenya Airways.

These partners expressed various sentiments and commitments towards collaborative efforts in public service. Ms. Niland spoke of the excitement for the new partnership with AAPAM, aligning with UNDESA's sustainable development goals. Prof. Maloka emphasized

the value of APRM's ongoing partnership with AAPAM in fostering good governance. Mr. Khade underlined the significance of international cooperation in public administration. Dr Troupin reaffirmed IIAS's support for AAPAM's initiatives, highlighting the global impact of the conference's discussions. Ms. Mugwanya expressed gratitude for the invitation and aligned the conference's theme with APS-HRMnet's vision for advancing public service, noting AAPAM's role as a critical partner in innovation. Mr. Sim announced the continuation of CIG's capacity-building initiative with AAPAM, and Prof. Shai looked forward to the tangible outcomes of the conference, including a book and a partnership on SAAPAM's next conference.

Additionally, Mr. Richard Okai emphasized the importance of learning and program development in public leadership. Mr. Zulu Dalitso proudly announced sponsorship of the conference, highlighting Kenya Airways' commitment to comfortable travel, and acclaiming its 46 years of existence. He announced the Asante loyalty program, offering discounts and priority bookings, and expressed Kenya Airways' aspiration to be the travel choice for future AAPAM events. Overall, these messages from diverse partners showcased a robust network of support and collaboration, crucial for addressing challenges and capitalizing on opportunities in public administration and governance across the African continent

## **PLENARY TWO**

### **SUB-THEME: 1**

#### **STRENGTHENING THE CAPABILITIES AND ASPIRATIONS OF AFRICAN PUBLIC ADMINISTRATION AT LOCAL AND NATIONAL LEVELS**

**Topic: - The need for integrated implementation of the 2030 Agenda for Sustainable Development and the Africa Agenda 2063:**

**Session Chair: Mr. James Thompson- Head of Civil Service Commission of Liberia**

**Rapporteur: Ms. Jennifer Mukuka Njelesani**

#### **KEYNOTE ADDRESS**

**Prof Oliver Saasa – Managing Consultant/ Owner- Premium Consultant “Effective Governance and Public Administration in Africa”**

Prof Saasa highlighted public servant’s role in tackling socio-economic development challenges in Africa. He expressed concern that Africa's abundant natural resources have not been effectively translated into tangible economic development. Key challenges identified included escalating public debt, the impacts of climate change, and persistent food security issues. He discussed specific challenges that need to be addressed to enhance the African Public Service and foster service excellence. He pointed out several systemic issues, such as the absence of meritocracy, prevalent nepotism, demotivation and inadequate

rewards for public servants, and a lack of rigorous performance monitoring. Additionally, he noted the weak capacity of public services to meet developmental aspirations, the limited political will for reform, disparities in service provision, and insufficient partnerships with the private sector.

Emphasizing the urgency for transformation, Prof Saasa called on the participants to become the driving force behind the needed changes in the African Public Service. He encouraged them to step up as champions of reform, suggesting that their leadership and commitment could spearhead significant improvements in public service delivery across the continent.

**Ms. Elizabeth Niland- Governance and Public Administration Officer, Public Service Innovation Branch, Division for Public Institutions and Digital Government, (DPIDG), UNDESA: *“The need for integrated implementation of the 2030 Agenda for Sustainable Development and the Africa Agenda 2063: The Africa We Want”.***

In her address, Ms. Niland emphasized the necessity for an integrated approach in implementing both the 2030 Agenda for Sustainable Development and the Africa Agenda 2063: The Africa We Want. She underlined that achieving these ambitious goals requires a concerted effort to strengthen the capabilities and aspirations of African public administration at both local and national levels. Ms. Niland pointed out that the challenges facing Africa, including disease pandemics, food security, political instability, and general poverty, place immense pressure on public administrations. She warned of the tough times ahead and underscored the critical role of collaboration among governments, academia, civil society, and all stakeholders in ensuring strong governance.

Ms. Niland further highlighted the importance of embedding sustainable development actions within local authority programs to enhance their effectiveness and impact. Localization, as Ms. Niland elaborated, can be actualized through a comprehensive approach encompassing policy framework adaptation, institutional reforms, prioritization in budget allocation, the use of technology to improve public administration, and the development of public sector and

leadership skills. To support these endeavours, she reaffirmed UNDESA's commitment to continuing its partnership with African governments. This includes facilitating training and driving innovation, particularly through the sponsorship of the United Nations Public Sector Awards. Ms. Niland's reinforced the importance of a multi-layered, cooperative approach in realizing the objectives set forth in both the 2030 Agenda for Sustainable Development and the Africa Agenda 2063, emphasizing the vital role of capable and aspirational public administration in Africa.

**Dr. Martin Muhereza- Lecturer UNICAF University Uganda:**  
*Strengthening the Capabilities and Aspirations of African Public Administration at both Local and National Levels*

In his presentation Dr Muhereza focused on the vast potential of Africa's young and vibrant population. He highlighted the significant opportunities that have arisen from the expansion of information technology, offering varied livelihoods for the youth. He emphasized the critical role of public administration technocrats in fostering an environment that supports the aspirations of this youthful demographic. He stressed the need for building essential infrastructures like roads, skills, and apprenticeship centers, healthcare, and education facilities, along with promoting mechanized farms and cottage industries. These efforts, he argued, are key to leveraging the strengths of Africa's youth. Furthermore, the importance of establishing and maintaining democratic institutions was discussed as a vital factor in ensuring the continent's growth and development.

Dr Muhereza addressed the challenge of corruption in African public administration, advocating for a zero-tolerance approach to eradicate this menace. His paper assessed the existing capabilities and aspirations in the context of the Africa Agenda 2063, proposing logical pathways for public administrators to enhance their effectiveness. The study, guided by postmodern public administration theory, involved extensive desk research, including analysis of online resources,

government data, and reports from the World Bank and United Nations. The research effort included qualitative interviews with key informants holding strategic positions in national and international organizations. This comprehensive approach was designed to provide a deep understanding of the current state and potential advancements in African public administration. Dr Muhereza, focused on the potential of Africa's young and vibrant population in driving development. He highlighted the importance of technology, especially information technology, as a means for the youth to access diverse livelihood opportunities. He stressed the crucial role of public administration technocrats in creating and sustaining an environment that supports these aspirations at both local and national levels.

**Mr. Conor Das-Doyle- Organization for Economic-Co-operation and Development (OECD) Public Governance Directorate: Democratic Resilience in an Era of Multiple Crises Build, Reinforce, and Protect**

Mr. Das-Doyle emphasized the importance of governments investing in democratic resilience to effectively navigate the current poly-crisis environment. He asserted that building resilience involves leveraging democratic strengths, including citizen and stakeholder participation. Additionally, reinforcing key governance competencies is crucial for effective delivery and protection against threats to public trust, which may arise from lapses in public integrity. He also highlighted the significance of inclusive policymaking mechanisms that incorporate the perspectives of women, youth, and children. Furthermore, Mr. Das-Doyle stressed the need for an agile public sector workforce adaptable to evolving work methods.

## **Mr. Kenneth Sim- Dean, Chandler Institute of Governance (CIG)**

Mr. Dean addressed the vital issue of 'Trust in Governance'. He commenced with the observation that there is a prevalent lack of trust in governments globally, noting a trend where citizens often place more trust in businesses than in their government institutions. This phenomenon, he pointed out, is evident despite the primary profit-driven motives of businesses. He highlighted a concerning decline in trust across the three key spheres of government: the Judiciary, the Legislative, and the Executive. He illustrated this with the example of a public housing project where houses were allocated to non-qualifying tenants, underscoring the importance of government trustworthiness. Further delving into the perceptions of government, Mr. Sim referred to the Chandler Good Government Index, which is based on seven pillars. He appreciated that African countries like Mauritius, Rwanda, and Botswana are performing commendably, with Rwanda being consistently well-ranked.

In terms of key capabilities for enhancing trust in governance, he underscored the rule of law, the need for government leaders to be ethical stewards, effective government organization and systems, and the development of skills for policy design and execution. Mr. Dean welcomed the OECD's perspective on 'Resilience in Governance', as presented by Conor Das-Doyle, even though he expressed difficulties in understanding the full presentation. The OECD framework suggests building on democratic strengths, reinforcing competencies to manage

crises, and protecting against various threats. In conclusion, Mr. Dean stressed the importance of maintaining democratic resilience, especially in environments facing policy crises. He underscored the critical role of data in understanding and enhancing democratic resilience, hinting at the potential for further exploration and application in this field.

## **DISCUSSION, OBSERVATIONS AND RESPONSES**

Discussions centred on a comprehensive range of topics aimed at improving public sector performance and governance across Africa. One of the key themes highlighted was the empowerment of women in the public sector, with an emphasis on women's potential to foster honesty and integrity in governance. A critical point raised during the conference was the problem of centralization and its role in concentrating corruption. It was argued that decentralization is essential not only to dilute the concentration of corruption but also to enhance oversight in governance. This decentralization, it was noted, must involve both power and resources.

The issue of poor governance was linked directly to a lack of accountability, prompting discussions on how to effectively address this pervasive challenge. Delegates delved into ways to professionalize public service and change the often-negative institutional cultures that hinder the adoption of proper principles. Delegates stressed the need for strategic foresight, especially in volatile environments characterized by challenges such as pandemics. The debt burden, a serious issue for many African countries, was also a topic of much discussion. Delegates explored various strategies to close financial gaps and reduce reliance on unsustainable debt. In addition, the role of technology in addressing these challenges was a focal point, with

discussions on how to effectively deploy digital solutions to improve service delivery.

An important concern raised was the pace at which proposed changes should be implemented, considering the myriad historical challenges the continent is grappling with. There was a cautious note on ensuring that these changes do not risk the disintegration of countries. The conference also cited. With concern, the emergence of re-centralization in some countries and debated the feasibility and potential of democratic centralism. Digitization was unanimously recognized as a key driver for improving service delivery, but there was a recognized need to empower those involved to better deploy these technologies. A critical observation made was the underutilization of data in decision-making processes in Africa. Many decisions, it was noted, are not evidence-based, leading to inefficiencies and mismanagement.

In the narrative of the conference, various responses were put forth by the participants, each emphasizing a different aspect of transformation in governance and administration. One key theme was the need for change while being cautious not to cause destruction. It was noted that while it is necessary to "bite the bullet" and make tough decisions, this should not come at the cost of stability. It was agreed, however, that stability should not become a stumbling block to necessary reforms. The discussion also highlighted the importance of financial and resource devolution as a cornerstone of effective decentralization. A cautious approach was advised in terms of how a country incurs debt,

to avoid burdening future generations. It was acknowledged that there must be a balance between the capacity to borrow and the ability to repay these debts.

Political will was identified as a critical element for any successful transformation program. Examples were cited from countries that are excelling in good governance, demonstrating the positive impact of strong political leadership. Consequence management was another significant point of discussion, particularly in the context of deterring wrongdoing and combating corruption. It was acknowledged that while the solutions to many of the challenges faced are known, the major drawback often lies in implementation. The narratives reflected a collective understanding that knowing what to do is only the first step; the real test is in effective execution. Deliberations on this segment concluded with a strong emphasis on the need for comprehensive and well-thought-out strategies to overhaul public sector governance, with an understanding that these changes must be balanced and carefully paced to ensure stability and positive outcomes.

# AAPAM COUNCIL AND GENERAL ASSEMBLY

## AAPAM Council Meeting

During the AAPAM Council Meeting, several important matters were addressed, reflecting on the organization's financial health and ongoing activities. A key point of discussion was the Audited Financial Statement for the period 2021 to 2022. The report showed a positive trend, with revenues increasing from \$292,494 in 2021 to \$453,784 in 2022, largely attributed to increased participation in roundtable events which had previously been impacted by Covid-19. That done though, a concerning issue was raised regarding the subvention payments. Out of the 53 AAPAM member countries, only 10 had paid their subvention fees. In response to this, Council members pledged to ensure that the outstanding fees is paid by their respective member countries. An unaudited financial statement for 2022 to 2023 was presented, which also indicated an upward trend in revenue, with projections suggesting that the funds raised in 2024 would surpass those of 2023.

The Council expressed concern over the low amounts received from donations and agreed to work towards engaging more donors. The meeting also included highlights of AAPAM's activities for the year 2023, which featured several notable initiatives. These included a Trainer of Trainers course for 23 delegates from various African countries, conducted in Palestine with the support of the Palestinian Government, and the 'Strong Nations for Africa Program' held in

Singapore, attended by 21 delegates. Leadership training was part of AAPAM's agenda for the year. Furthermore, the Council discussed proposed amendments to the constitution, which were to be presented at the General Conference meeting for approval. The proposed changes included adopting all African Union languages, adding five representatives from schools of government, and specifying the term limits for the executive committee as five years. The Council's discussions and decisions marked significant steps towards strengthening AAPAM's operational efficiency and impact across member countries.

## **AAPAM Council Meeting**

At the General Assembly, chaired by the President, significant discussions took place regarding the amendment to the organization's constitution. The Assembly reviewed the background of the proposed amendments before considering them in detail. Key amendments proposed included changing the title to simply 'Constitution' instead of 'Constitution and Rules,' formal recognition of the AAPAM headquarters in Nairobi, Kenya, and the adoption of all African Union languages as approved by the General Assembly. Another crucial proposed amendment was the addition of an objective focused on the Accreditation and Certification of public administration and management training programs in Africa. The categories of membership were also revisited, with the suggestion to recategorize them as African Governments, Corporate Members, Individual Members, Fellowship, Affiliate, Honorary, and Studentship under Article 8. Additionally, it was proposed to increase the term limits for the president, deputy president, and sub-regional vice presidents from three to five years, renewable once only.

During discussions and resolutions segment of the meeting, it was acknowledged that not all AAPAM affiliated bodies could be part of the Executive Committee. That said though, the Youth Professional Network (YPN) was granted approval by the assembly to become part of the executive with immediate effect. The role of past presidents was another point of discussion. It was resolved that their role would not

be formally included in the constitution, but open consultation with them would be encouraged. Lastly, it was agreed that a provision should be added to allow for the recalling of a non-performing executive member. This General Assembly marked a significant step in the evolution of AAPAM, reflecting its commitment to inclusivity, accountability, and continual growth.

# PLENARY THREE

CONFERENCE DAY TWO: WEDNESDAY 6TH DECEMBER 2023

## SUB-THEME 1:

STRENGTHENING THE CAPABILITIES AND ASPIRATIONS OF  
AFRICAN PUBLIC ADMINISTRATION AT LOCAL AND  
NATIONAL LEVELS

**Session Chair: HON. RIDHWANI KIKWETE - Deputy Minister for Public Service Management and Good Governance: United Republic of Tanzania**  
**Rapporteur: Mr. Mumba Tembo**

**Dr. Steve Troupin - Director, International Institute of Administrative Studies (IIAS): *International Collaborative Governance***

Dr Steve Troupin, presented the themes of 'International Collaborative Governance', highlighting its emergence in an era defined by volatility, uncertainty, complexity, and ambiguity (VUCA). This concept contrasts with neo-Weberianism's emphasis on strong government structures, as collaborative governance focuses on openness and direct engagement of non-state stakeholders in decision-making. Dr Troupin defined this governance style as a formal, consensus-oriented, and deliberative process involving public agencies and non-state actors, aimed at making and implementing public policies or managing public programs and assets. He aligned this approach with SDGs such as

goals 16.8 and 17.6, which advocate for broadened participation in global governance and enhanced international cooperation.

Dr Troupin further discussed International Collaborative Governance as a response to global dominance in various sectors. He pointed out that current global security, economic, and financial landscapes are largely influenced by World War II victors, Bretton Woods Institutions' main shareholders, and the Federal Reserve. Other contributing factors include conditional aid from Bretton Woods institutions that necessitate reforms like balanced budgets and market-based policies, and the imposition of property rights regimes. These elements often lead to challenges like reduced sovereignty, authoritarianism under patrimonialism, disconnection of national economies from the global market, and state competition for control in the informal economy. Dr Troupin's insights provided a comprehensive understanding of the complexities surrounding collaborative governance in the modern global framework.

**Dr Stella B Kyohairwe and Prof. Gerald, Karyeija- Uganda Management Institute: *Transforming Bureaucracy: The State of Local Government Structures and Business Activity in the Current Development Agenda in Uganda***

Dr Kyohairwe's presentation focused on the decentralized system in Uganda, initiated in the early 1990s, highlighting its evolution and impact. The study showed that decentralization, aiming to enhance efficiency and effectiveness, successfully devolved functions, powers, and responsibilities from the central to local governments. This shift resulted in increased local participation, evidenced by the election of local leaders every five years and the significant expansion of local government councils from 39 districts to 135, and from 1 to 10 cities since 1990. Financially, local governments gained autonomy in strategic planning, budgeting, and mobilizing resources for local expenditure priorities, along with appointing administrative staff under district and city authorities.

The study did, however, reveal several challenges associated with decentralization. Decentralization led to the emergence of a complex local government system with numerous structures, leading to low prioritization and a disconnect with national planning frameworks. Additionally, challenges were encountered in enhancing the capabilities of local political leaders, who often experience frequent changes due to election cycles, and civil servants who must continually adapt to the evolving socio-economic and political landscape. The

study also observed a recentralization trend in key administrative roles. Dr Kyohairwe advocated for leveraging digital technologies at the local level to bolster public administration. This would entail central government support for local governments in providing digital utilities to fight corruption and alleviate poverty through collaborative approaches. She suggested a shift from merely increasing the number of local governments to empowering communities, enhancing community engagement, especially with disadvantaged groups, and generally focusing on improving citizens' welfare as opposed to the creation of new structures.

**Dr. Teferi Hailemichael - President, Ethiopian Society for Public Administration & Management, Assistant Professor, Civil Service University Addis Ababa, Ethiopia: *Public Administration in Africa: Strategies to Enhance Policy Capacity for Justice and the Rule of law.***

In his presentation, Dr HaileMichael highlighted the intrinsic human desire for an improving quality of life, which is deeply rooted in individual cultural values and beliefs. He stressed that development is a process owned and driven by the people, as they are the exclusive owners of public (development) resources. The role of governments, he argued, is fundamentally to administer and manage these resources, a responsibility entrusted to those running government offices. This management is crucial for empowering people to enhance their own lives and contribute to community and national development.

Dr HaileMichael further elaborated on the role of public administration in this process. Public administration is about managing development resources in a way that enables citizens to effectively improve their quality of life. However, he noted that the mere availability of resources does not automatically lead to development. These resources must be accessed, utilized, and transformed in a manner that resonates with the society's needs, values, and beliefs. He argued that societal developmental level, therefore, reflects how well these resources are harnessed and transformed, under the facilitation of government tools and techniques. Dr HaileMichael concluded by recommending that

individuals in the civil service should perform their duties effectively, with a focus on enhancing public policy capacity in areas including administration, policy formulation, and state capacity. This approach is intended to empower citizens to autonomously improve their quality of life.

## DISCUSSIONS, OBSERVATIONS AND RESPONSES

During discussion, participants expressed concerns at the increasing trend of recentralization observed in many countries. Despite apparent commitments to decentralization by various governments, the process has been hindered by mistrust between political leaders and public officials. This mistrust has led to a reversal, with authority and resources being recentralized, and the public service experiencing increased politicization and political influence. One participant suggested that AAPAM should engage in advocacy work to promote stability in public administration across Africa. Moreover, most participants agreed on the need to enhance the capacities of administrative staff to effectively manage diversity and complex systems involving civil society organizations, private sectors, and non-state stakeholders. Delegates also emphasized the importance of strengthening monitoring and evaluation to ensure effective implementation and achievement of set objectives.

The issue of Africa's underdevelopment was also raised, with a participant pointing out that external powers exploiting the continent's resources contributed to this problem. In response, Dr HaileMichael acknowledged that Africa has struggled to utilize its resources for its own development. He, however, stressed that every country naturally prioritizes its own interests and citizens, which has led outsiders to

exploit Africa's resources. This situation underscores the need for African countries to take control of and optimally use their resources for the betterment of their own development.

## PLENARY FOUR

### SUB-THEME 1:

#### STRENGTHENING THE CAPABILITIES AND ASPIRATIONS OF AFRICAN PUBLIC ADMINISTRATION AT LOCAL AND NATIONAL LEVELS

**Topic: State's Resilience in times of Crisis by Promoting Compliance with public administration norms and standards**

**Session Chair: Hon. Prof. Saleh El- Sheikh - President Central Agency for Organization and Administration (CAOA) Arab Republic of Egypt 7**

**Rapporteur: Mr Nobert Peleti**

**Cheryl Chungu Mumbati and Bupe Getrude Mwanza-  
*"Strategic model in service delivery for improved public administration. - Emotional intelligence: A 21<sup>st</sup> century pre-requisite for effective leadership"***

In their study presented at the conference, Cheryl Chungu Mumbati and Bupe Getrude Mwanza focused on identifying strategies to improve service delivery at the Road Transport and Safety Agency (RTSA). Their research revealed a mix of strengths and areas needing improvement within the agency. While many staff members at RTSA were found to be highly knowledgeable and competent, concerns were raised that certain staff lacked essential skills. Communication skills varied among the staff, indicating a need for enhanced training. Trustworthiness was generally noted as a strength, but issues like

bribery allegations and questionable collaboration with agents were identified as areas of concern. The study also pointed out that RTSA has adequate physical facilities, but there is a need to expand service points to better meet demand. A significant challenge highlighted was understaffing, leading to service limitations and congestion.

The variability in empathy and courteous behaviour among RTSA staff was also noted in the study, impacting customer satisfaction. Responsiveness was identified as a key area with potential for improvement in RTSA's service system. These findings provided a comprehensive overview of the operational challenges faced by RTSA and suggested several areas where service delivery could be enhanced. The study's results align with previous research in the field, drawing parallels with findings from scholars like Peden and Puvanachandra, Shields, Cavazotte, Moreno, Lasmar, Dawkins, Ess, Dunleavy, and Carrera. Overall, the presentation offered valuable insights and proposed pathways for RTSA to improve its efficiency and effectiveness in service delivery.

**Prof. Halima Khunoe - Chief Director, Department of Public Administration, South Africa:**

Prof. Khunoethe delved into the intricacies of leadership, defining it as the achievement of a goal through the direction of human assistants. She emphasized that successful leadership hinges on the ability to understand people's motivations and to align individual needs and interests with the group's purpose. She asserted that effective leaders are not just administrators but also facilitators of their team's aspirations and goals.

Prof. Khunoethe characterized addressing the complexities of leadership in current times, as a challenging endeavour marked by multifaceted difficulties. Leaders today face a barrage of challenges that stem from both external and internal sources. Externally, changing trends in policies, economic shifts, and political environments constantly reshape the landscape in which leaders operate. Internally, leaders grapple with self-doubt, insecurities, and the need to balance leadership paradoxes. These challenges significantly impact a leader's ability to guide their team effectively. Prof. Khunoethe's presentation provided a nuanced understanding of the dynamic and demanding nature of leadership in the modern context, highlighting the need for leaders to be adaptable, empathetic, and resilient in the face of these challenges.

**Idah C Chella - Director General Zambia Public Procurement Authority, Zambia: Building Resilient Societies in Africa Through Effective Governance and Public Administration an Imperative for the Realisation of the SDGs and Agenda 2063 Aspirations**

Ms Chellah addressed the critical importance of public procurement in Zambia, underlining its significant economic impact as it accounts for an estimated 15% of the nation's GDP. She underscored the dual nature of public procurement, acknowledging its essential role in the economy while also recognizing that it is a major source of government corruption. This dichotomy highlighted the urgent need for the application of robust principles in public procurement to ensure integrity and efficiency. Ms Chellah's discussion brought to light the complex challenges and opportunities within Zambia's procurement system, stressing the importance of transparency and ethical practices in government procurement processes.

Ms Chellah also discussed the potential benefits of integrating digital solutions into public procurement, particularly through the implementation of an electronic government procurement (e-GP) system by the Zambia Public Procurement Authority (ZPPA). She highlighted how e-procurement could revolutionize the procurement process, making it simpler, faster, and more competitive through enhanced transparency. This digital shift is expected to not only streamline procurement processes but also significantly reduce corruption. She concluded by outlining the efforts and commitment of

the ZPPA to reform Zambia's procurement system, focusing on the establishment of fair and efficient procurement practices. The overall presentation provided valuable insights into the efforts being made to improve public procurement in Zambia, illustrating the potential of digital transformation in combating corruption and increasing efficiency.

**Dr. Purity Gitonga - Governance Expert, Kenya: *“Emotional Intelligence: A 21st Century Pre-Requisite for Effective Leadership”***

In her presentation, Dr Gitonga illuminated the historical leadership challenges that Africa has faced and their profound impact on public service. She specifically focused on South Africa, addressing critical issues around ethical leadership, with a particular emphasis on the persistent problem of corruption. She highlighted the dire need for ethical governance as a key solution to restoring public trust and enhancing the quality of government services. Her research, deeply rooted in the context of South African governance, aims to raise the standards of governance, and fortify the capacity of government institutions. A crucial aspect of Prof Khunoethe's presentation was the development of policy recommendations aimed at building more resilient states across Africa. This was particularly focused on responding to crises such as pandemics, natural disasters, and political unrest. She underscored the relevance of her findings and recommendations beyond South Africa, highlighting their applicability to other African countries that are grappling with similar public administration challenges.

Dr Gitonga's presentation included the identification of strategies for integrating public administration norms and standards into state resilience mechanisms. She explored how aligning these norms with resilience frameworks can significantly impact a state's resilience, examining the role of compliance in enabling states to effectively cope

with various crises. The presentation also delved into the challenges that hinder effective integration and highlighted the opportunities available for leveraging these norms to strengthen resilience. Her insights provided a comprehensive understanding of how adherence to public administration norms can influence a state's capacity to manage crises, offering valuable perspectives for both South Africa and other African nations grappling with similar issues.

## **DISCUSSIONS, OBSERVATIONS AND RESPONSES**

During the plenary session, a lively and interactive discussion unfolded, marked by a rich exchange of ideas between participants and presenters. One of the focal points of the discussion emerged when delegates sought further details from Cheryl about the duration of her case study. In response, Cheryl opened new avenues for exploration, suggesting that future researchers could investigate the areas she had identified as 'Limitations' in her study. This response not only addressed the immediate query but also highlighted the potential for further, more in-depth research in those specified areas.

The discussion then seamlessly transitioned to the complex topic of South Africa's administrative reform process. A participant raised a pertinent question about the extent of devolution's implementation in South Africa and how the government managed the wage bill during this significant transition. Responding to this, Prof Halima explained the crucial role of the National Treasury in providing guidance and oversight on matters related to the wage bill. She further illuminated that an Inter-Ministerial Committee plays an integral role in this context. This committee is specifically tasked with addressing all wage bill-related issues and managing the financial aspects linked to the decentralization process. This multifaceted approach ensures the

effective and efficient handling of the financial implications arising from the wage in South Africa.

## PLENARY FIVE

### SUB-THEME 2:

#### HARNESSING AFRICA'S DIVERSITY AND DEMOGRAPHIC DIVIDENDS FOR SOCIO-ECONOMIC TRANSFORMATION: LEAVING NO ONE BEHIND

**Session Chair: Hon. Philip Tondoneh- Deputy Minister for  
Public Administration and Political Affairs, Sierra Leone  
Rapporteur: Ms. Jennifer Mukuka Njelesani**

**Prof: Tyanai Masiya- School of Public Management and  
Administration (SPMA), South Africa- *Engaging communities  
as partners: Policing strategies in Johannesburg***

The professor elaborated on the findings of a recent study focusing on crime prevention in Johannesburg, a city traditionally plagued by high levels of crime. He stressed that proactive crime prevention strategies, particularly those involving police collaboration with the community, have proven to be highly effective. This approach, he observed, is not only practical but also supported by legislation, making community policing an official platform for fostering interaction between law enforcement and local communities.

Expanding on the nuances of community policing approach, the Prof Masiya highlighted the significant role of digitization in enhancing the effectiveness of community policing policies. The integration of digital tools and technology has accelerated response times, improved

communication, and facilitated more efficient coordination between the police and community members. Despite these advancements, the Prof Masiya pointed out that the effectiveness of these initiatives is often hampered by several challenges. These include inadequate resources allocated to community policing efforts, a prevailing lack of trust in the police among community members, and logistical difficulties in accessing informal settlements. He remarked that these settlements, often in greater need of community policing efforts due to higher vulnerability and high crime rates, pose unique challenges due to their layout and infrastructural deficiency. Prof Masiya's insights shed light on the complex dynamics of community policing in urban areas, underscoring the need for continued investment, trust-building, and innovative solutions to overcome ensuing challenges.

**Prof. Mataywa Busieka and Ms Gcino Mlaba –Department of Public Service South Africa- *“Envisioning a youth inclusive future of work for South Africa; addressing alarming youth unemployment and inequitable employment practices.”***

The authors extrapolated that South Africa faces one of the highest youth unemployment rates globally. They identified several contributing factors, including a preference for older workers, inflexible workplace structures, and inadequate support for young entrepreneurs. The impact of high youth unemployment, they noted, poses a significant threat to South Africa’s socio-economic stability and future. Ms. Mlaba highlighted various megatrends that policymakers need to consider in addressing youth unemployment. These trends include the rise of remote work, freelance and contract arrangements, agile management, and the digitization of tasks. Despite government interventions, she lamented, there has been no significant reduction in unemployment levels. Ms. Mlaba discussed how internships serve as a practical tool in providing youth with work experience, thereby enhancing their eligibility for job opportunities that previously required experience.

The presentation focused on key themes and strategies essential for creating a youth-inclusive future of work. The paper emphasized the importance of investing in education and technology-enabled training to bridge the skills gap in emerging industries and prepare youth for

the evolving job market. They advocated for flexible work arrangements, aligning work opportunities with youth preferences, and empowering young job seekers. The presentation also called for support to young entrepreneurs by fostering innovation, creating jobs, and providing necessary resources like capital, mentorship, and training. The paper called for end to workplace discrimination, particularly age-related biases, which was highlighted as crucial for creating equal employment opportunities. The presenters concluded by stressing the need for a collaborative approach in tackling youth unemployment, calling for the implementation of these strategies. They envisioned a transformative agenda for South Africa and Africa underscoring the critical importance of integrating youth in the future of work.

## DISCUSSIONS, OBSERVATIONS AND RESPONSES

During the plenary discussions, the moderator highlighted successful initiatives in Sierra Leone as examples of harnessing the demographic dividend. These initiatives included implementing free education at primary and secondary levels and health and wellbeing programs, such as family planning education. The importance of leveraging Africa's diversity was emphasized, with examples cited such as using cultural diversity to advance cross-cultural research, knowledge, and tourism. Additionally, the digital savviness of African youth was recognized as a potential catalyst for propelling the continent into the 4th industrial revolution.

Delegates suggested redefining the concept of unemployment, noting that many youths, though not formally employed, generate income through alternative activities like e-commerce. While internships were acknowledged as valuable for gaining experience, they were not seen as a long-term solution. A key observation was the mismatch between current curriculums and job market demands, indicating a gap between graduates' skills and what is needed in the workforce. Delegates questioned the panellists on why employment legislation presents as an impediment to youth employment. Concerns were also raised about the effectiveness of community policing in South Africa, particularly considering high crime rates reported in the media.

In response, Ms Mlaba clarified that while employment legislation exists, it applies to all workers and does not specifically address the needs of youth, especially those in non-formal employment sectors. She concurred with the need to align educational curriculums with modern skillsets like entrepreneurship, digital skills, and mentorship, stressing the importance of developing curricula tailored to the African market. Prof Masiya acknowledged the link between unemployment and social challenges like crime, underscoring the increasing necessity for effective community policing. These discussions highlighted the complexities of addressing youth unemployment and crime in Africa and the need for innovative, culturally relevant solutions.

## PLENARY SIX

### SUB-THEME 3:

#### ACCELERATING REGIONAL INTEGRATION THROUGH AfCFTA TO ATTAIN AGENDA 2063 ASPIRATIONS

**Session Chair: Hon. Patrick Kangwa- Secretary to Cabinet of Zambia**

**Rapporteur: Morgan Chuunga**

**Prof. Ukertor Moti - University of Abuja, Nigeria: *“Two years of the African Continental Free Trade Area (AfTCA): Is the African Continent Getting it Right with Regional Integration Efforts?”***

In his presentation, Prof. Moti from the University of Abuja, Nigeria, discussed the progress and challenges of the African Continental Free Trade Area (AfCFTA) two years after its implementation. He provided a background on the agreement, noting its inception in May 2019 and the commencement of its initial phase, focusing on trade in goods, in January 2021. Prof. Moti utilized both qualitative and quantitative content analysis, drawing on published literature to assess the implementation of the AfCFTA and its alignment with the Africa Agenda 2063. He highlighted the significant financial commitment from cooperating partners, with expected funding exceeding \$100 million from 2021 to 2026. This investment was indicative of the active preparation by state parties to enable their private sectors to capitalize on the AfCFTA for accessing larger markets. As of 2021, South Africa

was the top intra-Africa exporter, suggesting substantial potential for other nations within the agreement.

Prof. Moti highlighted several challenges hindering the full realization of AfCFTA's potential. He noted the absence of defined plans or programs in certain key areas of integration, such as free movement, financial, and monetary integration, which contributed to the underperformance of some Regional Economic Communities (RECs). Despite these challenges, he emphasized that the AfCFTA represents an ambitious project for Africa, aiming to overcome external influences like colonialism and structural adjustment policies to achieve a more integrated and prosperous continent. Prof. Moti concluded that pragmatism is essential to identify and effectively address these challenges, ensuring the successful realization of the AfCFTA's objectives.

**Prof. John-Mary Kauzya, Professor Extraordinary, School of Public Leadership, Stellenbosch University: *“Leveraging the Capacities and Contribution of Local Governments to Achieve the African Continental Free Trade Area”***

In the presentation, Prof Kauzya stressed the fundamental importance of adhering to and applying the values and principles outlined in the 2030 Agenda and the Africa 2063 strategy for effective local governance leadership across all sectors. Embracing these values and principles, such as leaving no one behind, fostering collaboration and partnerships, focusing on people and inclusion, preparing for the future, and respecting diversity, is crucial for transformational governance, management, and public leadership in local governments. These principles are essential for meaningful local development, and adherence to them is imperative. Prof Kauzya also highlighted the importance of leveraging the productive and entrepreneurial capacities of local communities, stressing the need to view local governments not merely as expenditure items on government budgets but as centers of production and investment. This local-level investment is vital for actualizing Africa's development, integration, free trade, and unity. Respect for diversity was also underscored as key to realizing Africa's full potential.

Additionally, Prof Kauzya discussed integration at the local level from four perspectives. The first aspect concerned the contribution of local governments to the nation's overall development. The second point

addressed the welcoming nature of local communities and authorities, noting that removing VISA requirements does not automatically eliminate xenophobia. The third aspect focused on local-level infrastructure as the backbone of development, questioning the commitment and financing directed towards it. Finally, Prof Kauzya urged local level traders to be aware of the opportunities, processes, and requirements to enhance their businesses, emphasizing that progress at the local level can be achieved by giving due attention to these areas. This comprehensive approach to local-level integration is essential for visible progress and transformation in communities.

## **DISCUSSIONS, OBSERVATIONS AND RESPONSES**

Plenary discussions highlighted the challenges faced by local authorities in impacting their communities, primarily due to a general lack of ability and willingness to pay for services at the local level. This leads to a situation where poorer areas collect less revenue, underscoring the need for a thorough analysis of how local governments can become centers for income generation. The key to this is recognizing that a government's wealth is intrinsically linked to the prosperity of its people. Consequently, resource allocation strategies must be aligned with revenue generation, and every local authority should develop effective strategies to achieve this goal.

Delegates also explored the potential of implementing a single-entry visa system across Africa, like the Schengen visa in Europe. While acknowledging the positives and negatives of each region, it was noted that although movement within regions is somewhat permitted, there are still restrictions in place. This suggests the need for greater regional integration as a precursor to continental cohesion, which in turn would promote intra-African trade and serve as a foundation for development. Participants agreed that Africa must focus on self-sufficiency before seeking assistance from the rest of the world.

Furthermore, the influence of colonialism on the current lack of integration within Africa was discussed. It was observed that borders established during colonial times are impeding integration efforts. Delegates agreed that the first step in overcoming neo-colonialism is to acknowledge its occurrence and move forward. The next step would involve leveraging relationships with former colonizers for the benefit of African nations, turning a historical challenge into a contemporary opportunity for collaboration and development.

## PLENARY SEVEN

### SUB-THEME 4:

#### TRANSFORMING PUBLIC ADMINISTRATION IN AFRICA THROUGH EMERGING TECHNOLOGIES AND INNOVATION

**Session Chair: Hon. Wilson Muruli Mukasa, Minister for Public Service- Republic of Uganda**

**Rapporteur: Mr. Mumba Tembo**

**Ambrose Johnson Bakwasiibwe - Uganda Management Institute (UMI), Uganda: *“A Rationale for a Framework for Improving the Performance of E-Governance Systems at the Ministry of Health in Uganda”.***

In his study on electronic health records management, Mr. Bakwasiibwe highlighted significant challenges in the current e-governance framework, particularly in improving service delivery. The study revealed issues like lack of ownership among users, stakeholders, and line ministries, questionable functionality of the electronic system due to inconsistent data, and information asymmetry between autonomous institutions and the Ministry of Health. Moreover, some health facilities operate isolated systems that are not integrated with referral facilities, leading to conflicting data inputs.

Mr. Bakwasiibwe advised for a more holistic approach to e-Governance in Uganda, particularly in the health sector. While there has been a focus on hardware, the software component, including user

engagement and involvement, has been neglected. This oversight has resulted in under-performance within the Ministry of Health. To rectify this, he recommends increased engagement with users and line ministries, and the integration of systems for real-time information sharing. This integration would enhance functions like records management, leveraging digital systems' capabilities for auto-classification and federation, ultimately improving overall service delivery.

**ADAM AMIDU - Benin: *The 4<sup>th</sup> Industrial Revolution: A Technological, Economical, Social and Societal Issues: The Mission of Human Resource Managers***

Mr. Amidu delved into the transformative power of information and communication technologies (ICTs) in the modern workplace. He eloquently outlined how ICTs have revolutionized the way we access information and conduct work, underscoring the importance of both adopting and adapting these technologies in professional environments. The ease and efficiency brought by ICTs have not only reshaped workflow processes but also significantly enhanced productivity and accessibility to information.

Mr. Amidu did, however, raise critical concerns regarding the impact of ICTs on various aspects of human life. He pointed out that while these technologies offer numerous advantages, they also influence our personal identity, mobility, time management, family dynamics, and social interactions. This dual-edged nature of ICTs calls for a balanced approach in their integration into daily life. In concluding, Mr. Amidu emphasized that the Fourth Industrial Revolution, characterized by these technological advancements, is both transformative and reversible. He argued that it is driven by capital but insisted on the paramount importance of placing humans at the center of all technological developments. By doing so, we can ensure that technology serves to enhance human well-being and social progress, rather than detracting from these basic values.

**Grecian Mphatso Kafere, Ethel Tembo Mwanaumo, Getrude Bupe Mwanza, Erastus Mishengu Mwanauno, Graduate School of Business, University of Zambia: *“Examining the Impact of Observing Public Procurement Practices on Constituency Development Funded Projects in Local Councils: A Case of Ndirande Malabada Constituency, Malawi”***

Ms. Ethel Tembo, representing her research team, shared findings from their study on the impact of Public-Private Partnerships (PPP) on Constituency Development Fund (CDF) projects in the Ndirande Malabada constituency of Blantyre, Malawi. The research revealed underperformance in most CDF projects. Many infrastructure initiatives failed to meet the community's development needs, suffered from delays, and were plagued by poor quality workmanship. This was largely attributed to the lack of community involvement in critical stages such as needs assessment, project selection, contractor procurement, and ongoing project monitoring. Furthermore, the study uncovered that the local parliamentarian had initiated projects more as a political strategy to garner youth votes in upcoming elections rather than addressing community needs, often engaging inexperienced Small and Medium Enterprises (SMEs) as contractors.

Considering these findings, Ms. Tembo made several recommendations. She stressed the importance of community participation in all stages of PPP CDF projects, from needs assessment to monitoring, to ensure their success. Adherence to PPP guidelines

and competitive procurement processes was also emphasized as vital for effective resource management and project performance. Moreover, she suggested that the capacities of SMEs and the community's trust in them should be key considerations in contract procurement, as these factors significantly influence the performance and quality of CDF projects. Lastly, Ms. Tembo advocated for government development of systematic tools to aid in needs assessment, contract awarding, budget tracking, and project monitoring. These tools would guide Project Implementation Committees in effectively carrying out their responsibilities.

**Fanwell Saputu, Ethel Tembo Mwanaumo, Bupe Getrude Mwanza, Erastus Mwanaumo - Graduate School of Business, University of Zambia: "Excess Procurement in The Municipal Council Supply Chain"**

Mr. Saputu, representing his research team, delivered a presentation on a study examining the causes of excess procurement in Municipal Councils in Zambia. He explicated that the study was inspired by audit reports presented to the national assembly, highlighting persistent issues of excessive procurement in Zambia's public institutions. The research identified several key factors contributing to this problem, namely: inadequate planning and quantification of specifications, non-compliance with established procurement procedures, lack of effective systems and procedures, leadership styles and support enforcement, the complexity of procurement processes, and inflation of costs.

Based on these findings, Mr. Saputu proposed a set of recommendations to address these issues. He called for the adoption of a Market Price Index to serve as a benchmark against price inflation. He also suggested that procurement tasks should be exclusively handled by specialists who are well-versed in the relevant procedures and systems. Other recommendations included making payments only after delivery to ensure accountability, enforcing transparency throughout the procurement process, and implementing Electronic Government Procurement (E-GP) systems. These measures aim to streamline procurement processes, enhance accountability, and

ultimately reduce excessive procurement practices in municipal councils.

## **SPECIALIZED BREAKAWAY SESSIONS**

**Session Chair: Mr. Gershon Kamatuka - Commissioner, Public Service Commission, Namibia**

**Rapporteur: Mr. Mumba Tembo**

**Human Resource Network: *TOPIC: "Lessons in Building State Capacity"***

**Mr. Dumisani Hlophe - Acting Deputy Director General, DPSA, South Africa: *"The relationship between Political Leadership and State Capacity in South Africa"***

In his exposition, Mr. Hlophe focused on the interplay between political leadership and state capacity. He clarified that the quality of governance is closely linked to the quality of political leadership. He argued that the blurred lines between the ruling party and the state apparatus often led to a weakened state. He underlined the need for professionalizing both the bureaucracy and the body of politics, as weak political structures can result in a fragile state and ineffective government. In addition, he pointed out that the organizational structure and the political dynamics of the ruling party significantly influence its ability to construct a capable and robust state.

Mr. Hlophe outlined the characteristics of a modern state like South Africa, emphasizing its reliance on knowledge, discipline, and professional, scientifically driven institutions. He perceived the necessity for knowledgeable policy leaders and a meritocratic

bureaucracy in such a state. He elaborated the challenges South Africa faces, including politics centered on individual and group survival within political parties, inward-looking political approaches, and the strain on democracy from coalition governments and elections that fail to yield substantive democratic results. To enhance the relationship between political leadership and state capacity, he recommended fostering a strong synergy between policy development and bureaucracy, professionalizing politicians and governmental functions, depoliticizing state capacity, and enhancing both domestic productivity and international competitiveness.

## ACADEMIA SESSION

**Mrs. Namakau Kakanda Sinkala- National Institute of Public Administration (NIPA), Zambia: *“Detached Policy Implementation Theory: Teenage pregnancy in Zambia”***

Mrs. Sinkala highlighted the critical issue of teenage pregnancy in Zambia, affecting more than half of the girls over 18 years. This prevalent problem frequently leads to illegal abortions and school dropouts, severely jeopardizing the health and prospects of these young girls. The government of Zambia has implemented a school re-entry policy aimed at addressing these challenges. The policy's effectiveness is, however, hindered by factors such as inadequate infrastructure, limited knowledge among stakeholders, and a general lack of awareness. Furthermore, child pregnancy is increasingly being viewed as a form of gender-based violence, leading to the establishment of dedicated support centers. Despite these initiatives, the high rates of teenage pregnancy and related abortions persist, primarily due to resource limitations and the lack of strong leadership to enforce the re-entry policy effectively.

Mrs Sinkala further explored the broader context influencing teenage pregnancy, including political governance, economic struggles, cultural norms, and the influence of technology. The discussion encompassed various theoretical frameworks and policy analysis methods to better understand and address these challenges. Emphasizing the need for modern governments to adopt meritocratic

systems, Sinkala highlighted the importance of professionalizing both the civil service and political leadership. Issues such as corruption and the politicization of appointments, including the need for a more professional public service, were also discussed. Sinkala suggested that leaders should recognize their limitations, engage with stakeholders, and address public issues while strengthening monitoring and evaluation systems. The shift towards a more inclusive approach in education, including considerations for the boy child, indicates a broader strategy to address these societal challenges in Zambia.

## DISCUSSIONS, OBSERVATIONS AND RESPONSES

During plenary discussions, several participants brought up the issue of corruption, highlighting it as a significant threat to the efficiency and effectiveness of the state. They pointed out that corruption often leads to the appointment of bureaucrats who lack the necessary qualifications and competence, undermining the functionality of governmental institutions. This, they argued, is a critical problem that needs urgent attention. Furthermore, the concept of productivity in the public sector was a subject of debate among the participants. They contrasted it with the private sector, where productivity is directly linked to employee motivation and tangible outcomes. In the public sector, however, the notion of productivity seemed more elusive and less clearly defined. This led to a consensus on the need to develop and implement strategies that could effectively incentivize and enhance productivity among public sector employees.

An interesting perspective was raised by one of the participants, who suggested that in certain cases, weak political systems could still result in a strong government, provided there is a strong leader at the forefront. This view sparked a response from Mr. Hlope, who challenged this notion. He argued that while a strong leader might temporarily steer a weak political system towards effectiveness, such a setup is not sustainable in the long term. For enduring strength and

stability in government, Mr. Hlope emphasized the necessity for a robust political framework in place, one that supports and sustains strong leadership and good governance.

## **SPECIALIZED BREAKAWAY SESSIONS**

### **UNDESA WORKSHOP:**

**Session Chair: Hon. John Sumailah- Secretary to Cabinet and Head of Public Service of Sierra Leone**

**Rapporteur: Mala Mulwanda Sikazwe- MCDSS- Zambia**

**Ms Sara Hamouda - Agenda 2063 Governance Mechanisms and Institutional Architecture for Planning and Monitoring of 2063 SDGS**

Ms Hamouda explained that the Committee of Experts on Public Administration (CEPA), a leading organization in policy and development, is playing a crucial role in the implementation and monitoring of the ambitious Agenda 2063 and the Sustainable Development Goals (SDGs). This initiative, she said, encompasses a comprehensive approach to foster sustainable growth and development across the continent. Key to this initiative is the strengthening of accountability and governance. CEPA understands that effective governance is foundational to the successful realization of these goals. In parallel, there is a significant focus on building capacities and competencies within public institutions. This upskilling is aimed at ensuring that the targets set for the 2030 SDGs and the 2063 Africa Agenda are not just aspirational but achievable. She added that political support is also a cornerstone of CEPA's strategy. Garnering goodwill from politicians is critical to champion awareness and allocate appropriate budgetary support for the implementation of

these goals. This political backing is complemented by policy reforms, with a particular emphasis on empowering marginalized groups such as women and youth. CEPA, she expounded, advocates for creating platforms that increase awareness and engagement for these groups, recognizing their vital role in driving forward the two Agendas.

Ms Hamouda furthermore reported that CEPA is championing the development of strategic partnerships and advocates for the involvement of all stakeholders in society. This inclusive approach ensures that the journey towards these goals is a collective effort. Another focal area is building the necessary infrastructure to support the African AfCTA, which is pivotal in enhancing trade and economic growth across the continent. Media engagement is another critical component of CEPA's strategy. In involving media more actively, CEPA aims to increase public awareness and support for these initiatives. She concluded that organizing side events focused on the 2063 Africa Agenda provides opportunities for deeper discussion, exchange of ideas, and collaboration among various stakeholders. Through these multifaceted efforts, CEPA is dedicated to guiding and supporting the African continent in achieving its ambitious and transformative goals.

**Prof: John-Mary Kauzya - Professor Extraordinaire at Stellenbosch University, South Africa:** *“Partnerships for transformational leadership- working session on the Review of the Standards of Excellence for Education and Training”*.

Dr Kauzya led a discussion on revising the standards of Excellence for Education and Training to align with the goals of the 2063 strategy. He clarified that the current standards, crafted for the Millennium Goals, needed an update or possibly a complete overhaul to effectively support the 2063 strategy. Underscoring the importance of sustainability in these standards, he posed critical questions regarding whether to revise the existing standards from 2008, create new ones, or abolish them entirely. Among the eight standards currently in use, he specifically pointed out the crucial role of 'Commitment to Public Service,' stressing the need for training to maintain high levels of commitment among public servants.

During the discourse, Dr Stella B. Kyohairwe stressed the importance of incorporating dimensions and performance indicators into these standards. She advocated for re-evaluating and refining the current standards to reflect best practices and suggested a regular review of the changing standards, ideally every three years. In response, Prof. Kauzya underlined the need for dynamic criteria in the standards, keeping in mind the principle of continuity. He further recommended that the standards undergo periodic reviews through monitoring and evaluation processes. Dr Kyohairwe raised a pertinent question about

the nature of the 'Public Service Commitment' being discussed and whether mere commitment was sufficient to meet the evolving demands of public service.

## DICUSSIONS, OBSERVATIONS AND RESPONSES

At plenary feedback, it was proposed that the management of government infrastructure should be entrusted to individuals that demonstrate a strong commitment to public service. The emphasis was on tailor-made training programs that are impactful and relevant to the specific profiles of the trainees. This approach should enable trainees to effectively apply their training in practical situations. Moreover, the need for standards that are both specific and align with international levels was highlighted, with a consensus that member inputs should adhere to a certain standard. Some delegates suggested a shift in terminology from 'Public Service Commitment' to 'Public Service Devotion,' emphasizing the importance of commitment, devotion, and public ethos in every aspect of a public servant's conduct.

The discussion also delved into the advocacy of public interest values, questioning the current focus on knowledge transmission to public servants at the expense of instilling values. It was noted that values play a critical role in shaping an individual's actions and life choices. Professor Kaluzya inquired about the feasibility of training for good values, to which delegates responded by emphasizing the importance of knowledge, skills, and attitudes in ethical training. Delegates further recognised the need for a mindset change among public servants to improve service delivery. Participants acknowledged the challenge of

absorbing training and changing individual values, highlighting the necessity of finding more effective training methods. In addition, the integration of scholarship, practice, and community service was discussed as crucial, with training aimed at fostering change agents and critical thinking within the public service system. Lastly, the quality of faculty in training programs was discussed, with delegates underscoring the need for informed, competent, and knowledgeable trainers to ensure effective knowledge transfer and impactful training outcomes.

**AAPAM YOUNG PROFESSIONALS NETWORK (YPN):**  
*“Enhancing Young Professional Engagement and Membership within AAPAM”*

**Session Chair- Mr. Rajab Lukwago, YPN President - Republic of Uganda**

During a discussion among the AAPAM Young Professionals Network (YPN), key issues were addressed regarding the engagement and growth of young professionals within the organization. The group focused on defining YPN membership criteria, debating whether it should be based on tenure in public service or age, and the need to clearly outline the role and interaction of young professionals within AAPAM. A significant part of the discussion centered on finding common ground between young professionals, typically defined by their professional status, and youth, categorized by age. This was seen as crucial for understanding the unique needs and contributions of these groups within the organization. The group also sought more clarity on the original objectives of the YPN to guide its future expansion.

The challenges faced by young professionals, especially their limited opportunities to attend significant conferences, were highlighted. The group deliberated on strategies for securing senior management approval for their attendance and stressed the importance of including YPN members in AAPAM events. The YPN suggested that the AAPAM secretariat should encourage the inclusion of young professionals in conference delegations and proposed that national

chapters should have young professional representation on their councils. The YPN also recommended that their President be included in the AAPAM Executive Council. In their final recommendations, the group advocated for recruiting more young graduates into public service and underscored the importance of mentoring and coaching, including virtual mentorship programs. The group further suggested hosting exclusive YPN programs and recommended tailoring programs and curricula to meet the pressing needs of Africa's youth. These discussions demonstrated a strong commitment to empowering young professionals and enhancing their role in public administration and management across Africa.

## PLENARY EIGHT

CONFERENCE DAY THREE: THURSDAY 7TH DECEMBER 2023

### *SUB-THEME 4*

*TRANSFORMING PUBLIC ADMINISTRATION IN AFRICA  
THROUGH EMERGING TECHNOLOGIES AND INNOVATION*

**Session Chair: Hon. Emma Theofelus- Deputy Minister of ICT,  
Namibia**

**Rapporteur: Ms. Jennifer Mukuka Njelesani**

**Mr. Hayford Siaw - Executive Director, Ghana Library  
Authority, Ghana: *"Service Award Africa winner 2021 Ghana  
Library Authority"***

Mr. Siaw elaborated on the Ghana Library Authority's efforts to enhance public service delivery through the introduction of innovative digital platforms. These platforms are designed to be all-inclusive and far-reaching, embodying the principle of "leaving no one behind" in their implementation. He explained how these digital tools not only provide community outreach programs but also serve as a channel for collaboration with local organizations, significantly contributing to training and capacity-building initiatives.

To ensure that these digital resources are accessible to all citizens, the government has taken the proactive step of zero-rating taxes on the application. This strategic decision reflects a commitment to widespread digital literacy and enhances public access to e-government services. Mr. Siaw highlighted the app's primary function

of promoting literacy among citizens, which is central to the Ghana Library Authority's mission. Additionally, he pointed out a popular feature of the app: the ISBN application system, which is extensively used by book authors. This system streamlines the process of obtaining ISBNs, making it easier for authors to publish and distribute their works. Mr. Siaw's presentation underscored the significant strides Ghana is making in integrating digital solutions into public services, with a focus on education, accessibility, and community engagement.

**Chewe Mhango and Bupe Getrude Mwanza - Zambia:**  
*“Implementation of Renewable Energy Technologies in Zambia:  
Facilitators and Barriers”*

Ms. Mhango presented a paper discussing the facilitators and barriers to the implementation of non-hydro renewable energy in Zambia, a country predominantly dependent on hydroelectric power. She pointed out that while alternative energy sources such as wind, solar, and biomass are available in Zambia, their potential has not been fully tapped. The reliance on hydroelectricity, which is sensitive to climatic conditions, has led to reduced electricity generation and frequent incidents of load-shedding during drought periods. Her study identified several key factors that could facilitate the shift to non-renewable energy sources, including the 8th National Development Plan, the enactment of the Electricity Act, the abundance of renewable energy resources, and the potential for private sector engagement.

Ms. Mhango also highlighted significant barriers to this transition. Chief among these is the high cost of financing, as investments in renewable energy tend to be capital-intensive. Another major hurdle is the lack of cost-reflective tariffs, which diminishes the sector's attractiveness to potential investors. Despite these challenges, Ms. Mhango concluded her presentation with an optimistic outlook, emphasizing the untapped potential within Zambia's non-renewable energy sector. She suggested that harnessing this potential could not only meet domestic energy needs but also create opportunities for

exporting excess electricity to neighbouring countries, thus contributing to regional energy security and economic development.

**Douglas Kunda: ZCAS University- Zambia: *“Transforming public administration in Africa using artificial intelligence: prospects, challenges, and open issues”.***

Prof Kunda presented an insightful paper on the potential of artificial intelligence (AI) in revolutionizing public administration systems in Africa, with an emphasis on its role in stimulating economic growth and reducing poverty. The paper provided a comprehensive overview of both the opportunities and challenges presented by AI in enhancing public administration in Africa, offering a roadmap for its effective implementation. He explored various applications of AI in public administration, including automating procedures to enhance service delivery, providing accurate data for policymaking, and reducing inefficiencies and corruption. A notable advantage of AI he highlighted was its use in the recruitment of public servants thereby promoting meritocracy in the selection process.

Prof Kunda also addressed the significant challenges Africa faces in adopting AI. These include the lack of high-speed internet, limited access to electricity, excessive bureaucracy, and inadequate computing resources. In addition, he pointed out the absence of clear regulatory frameworks for AI and machine learning in many African countries. Ethical concerns related to privacy, bias, and discrimination in the application of AI and machine learning were also discussed as critical issues that need to be addressed. He offered recommendations to overcome these obstacles. These included addressing the lack of

quality datasets, the shortfall in AI and machine learning expertise, and the politics and resistance to technological change. He, again, reiterated the need for improved technological infrastructure and the development of comprehensive regulatory frameworks.

## DICUSSIONS, OBSERVATIONS AND RESPONSES

The presentation on AI sparked considerable interest and debate among the audience, raising several concerns and viewpoints. One major apprehension expressed was the potential of AI to replace human in the workplace thereby causing massive job losses. Another significant concern was the difficulty of detecting plagiarism in academic work assisted by AI. Moreover, questions were raised on whether Africa possesses the appropriate infrastructure and legal framework to support the integration of AI. A cautionary note was also mentioned about AI's tendency to "hallucinate" or produce inaccurate results, emphasizing the need for users to verify AI-generated data. Despite these concerns, there was notable support for embracing AI among delegates.

In response to these concerns, Prof Kunda acknowledged that AI's output depends on the quality of the dataset it is fed, affirming the "garbage in, garbage out" principle. This means that if the data input into AI systems is flawed, the results can be unreliable or untrue. He addressed the plagiarism concern by advising the necessity of proper citation in academic work. He also recommended utilizing the anti-plagiarism software as an effective tool to prevent academic dishonesty. Regarding the fear of AI replacing humans, the presenter clarified that while AI could lead to more efficient public

administration and possibly reduce staff numbers, it would not eliminate the need for human workers. The presenter used the example of drones to illustrate that while technologies like AI can be predominantly used for beneficial purposes, such as distribution of medicine, it can also deliver negative applications, such as in warfare. Concluding the response, the presenter agreed on the necessity of developing a legal framework to guide the ethical use and control of AI, highlighting the importance of addressing these concerns as AI becomes more integrated into various sectors.

## **INNOVATIVE MANAGEMENT AWARDS (IMA)**

**Session Chair: Dr. John-Mary Kauzya, Chairperson of AAPAM Jury**

**Rapporteur: Mr. Mumba Tembo**

The Chairperson introduced this session by explaining that the Innovative Management Awards (IMA) were designed to recognize and promote innovative efforts to enhance performance in public service. He reported that AAPAM received 57 nominations from nine countries, from which five finalists were chosen. These finalists included projects from Egypt, Mauritius, South Africa, and two from Namibia. He then invited the finalists to present their individual projects.

## **PRESENTATIONS ON EACH OF THE FIVE INNOVATIVE PROJECTS FOLLOWED:**

From Egypt, the Capacity Assessment and Competition Centre (CACC) was showcased. As part of governmental administrative reforms, the CACC offers a single electronic platform for public sector job advertisements, recruitment, and placement processes. Its main objectives are needs assessment, capacity building, and evaluating candidates for leadership positions. Since 2019, over 32,675 job vacancies have been announced, and 260,400 applications processed. The initiative has successfully reduced in-person contact in recruitment, diminishing corruption, cut down travel costs for applicants, and attracted over 320 million online site visits. The CACC has drawn international attention, with many delegations visiting to learn about its operations.

Mauritius presented two innovations. The first was an Electronic Human Resource (EHR) system, streamlining the management of HR operations like leave, training, performance, and staff rotation. The entire HR process is now conducted electronically. The second innovation from Mauritius was an electronic application designed to combat gender-based violence (GBV). This app, available for free download, allows GBV victims to alert police and other authorities in danger situations, providing geophysical location for immediate assistance. It also raises awareness about GBV and offers strategies for

prevention. The app functions with or without internet, using SMS or alarms for alerts.

From South Africa, an innovation addressing food security was presented. This involved a box for growing food both indoors and outdoors, requiring minimal water and no fertilizers, using composite manure instead. Accompanying the box is an electronic app providing agricultural advisory services for free. Over 7,000 individuals have received this box, which is made from durable waste plastic and can last over 20 years. Namibia introduced a streamlined e-service for passport and visa applications, aimed at facilitating lawful immigration and emigration. This electronic platform allows for application processes, real-time updates, document management, notifications, and communication, and ensures data security and privacy. It also features reporting and analytics capabilities, making the application process more efficient and user-friendly.

## DICUSSIONS, OBSERVATIONS AND RESPONSES

Participants expressed considerable interest and admiration for South Africa's smart agriculture innovation, which involves growing crops in a box. This unique approach captivated the audience, with many seeing it as a promising solution for enhancing food security at the household level and potentially boosting incomes. The innovation's ability to allow crop cultivation with minimal water usage and without the need for chemical fertilizers particularly impressed the attendees. They recognized the potential impact this could have in regions facing water scarcity and those aiming for more sustainable, eco-friendly farming practices.

The optimism surrounding this innovation stemmed from its practicality and efficiency in addressing some of the pressing challenges of modern agriculture. Participants saw it as a significant step forward in ensuring consistent food production, especially in urban or space-constrained environments. The ability to grow crops in a box could revolutionize traditional farming methods, making it more accessible and manageable for individuals and small-scale farmers. This could lead to a considerable improvement in food self-sufficiency and financial stability for many households, underscoring the transformative power of such innovative agricultural technologies.

## **PARALLEL SESSION 1**

*Fostering Innovation through Transformational Leadership to reach the SDGs*

**Session Chair: Hon. Emma Theofelus- Deputy Minister of ICT, Namibia**

**Rapporteur: Mr. Mumba Tembo and Mala Mulwanda Sikazwe**

The session discussed fostering innovation in pursuit of the SDGs, focusing on various factors that influence this process. The session explored how innovation intersects with cultural dynamics, transformational leadership, performance management, civil service structures, and leveraging the potential of Africa's youth for a more innovative and transformative public sector. In the ensuing discussions, several key challenges and opportunities were identified, shaping the discourse around fostering innovation within governance and public administration. A critical issue that emerged was the conflict between regulations and innovation. Participants noted that existing laws and regulations often act as barriers to innovation, creating a tension between the need for regulatory frameworks and the pursuit of innovative solutions. This was seen as a significant obstacle that requires attention and resolution.

Another important point discussed was the clash between bureaucracy and innovation. The session highlighted the slow pace at which bureaucratic systems, typically marked by rigidity and resistance to

change, accept, and integrate new ideas. This inherent nature of bureaucracies was identified as a major impediment to the rapid adoption and effective implementation of innovative solutions. The importance of government investment in research that supports and fosters innovation was also emphasized. This investment is deemed crucial for the development of novel and effective approaches to address the challenges in achieving the SDGs. Furthermore, the discussions underlined the need for a stronger connection between academia and industry. Strengthening this link would ensure that academic research and innovations are aligned with industry requirements and can be practically applied in real-world scenarios. In conclusion, the session shed light on the need to overcome systemic barriers to innovation and create environments conducive to creative and progressive thinking. These insights and recommendations are vital for transforming leadership and governance structures, ultimately contributing to the attainment of the SDGs in Africa.

## PARALLEL SESSION 2

### *Country Case Studies*

**Session Chair: Hon. John Sumailah- Secretary to Cabinet and Head of Public Service of Sierra Leone**

**Rapporteur: Mr. Mumba Tembo and Mala Mulwanda Sikazwe**

**Associate Prof. Wilberforce Turyasingura - Uganda Management Institute: *“Capacity Building Models for Effective Service Delivery: In Search of a Common Ground for Africa”.***

Prof Turyasingura reflected on the urgent need to develop an effective model for capacity building. He pointed out that while capacity building efforts are ongoing, the outcomes have been inconsistent. He examined various existing models, such as the Haryono (2020) model, which concentrates on human resource development, organizational strengthening, and institutional reforms. He critiqued this model for its limited focus on the development of knowledge and skills, while neglecting crucial aspects like values and beliefs, capacity assessment at the recruitment stage, and the roles of recruitment agencies, political will, and external factors. He also referenced the Waheed’s (1999) Model, which considers mission, goals, objectives, human resources systems, and external factors, along with capacities at recruitment. Yet, this model too falls short in addressing political will and the capacities of institutions.

In addressing these gaps, Prof Turyasingura proposed a new model aimed at overcoming the shortcomings of current approaches. His model begins with the creation of national capacity building strategies, followed by providing sufficient budgetary allocations and conducting regular assessments of capacity needs. This model emphasizes capacity building at institutional, strategic, and structural levels, incorporating shared values in a systematic and intentional manner. This comprehensive approach seeks to ensure that all critical aspects of capacity building are addressed, thereby enhancing the effectiveness and sustainability of these efforts. In proposing this model, Prof Turyasingura contributed a significant perspective to the discourse on capacity building, offering a more holistic and integrated approach to strengthening capacities at various levels.

## **DICUSSIONS, OBSERVATIONS AND RESPONSES**

During the session, a participant expressed concern regarding the competence of capacity builders, noting that some lack the necessary skills and expertise for their role. This observation highlighted a critical gap in the system of capacity building. Another participant recommended the consolidation of training budgets for capacity building. The suggestion was aimed at ensuring that limited resources are utilized efficiently and are not dispersed through uncoordinated efforts. Additionally, there was a call for the strengthening of capacity-building training institutions, stressing the need for more robust and effective training programs.

Furthermore, a proposal was made to adjust the existing model to incorporate a capacity building needs assessment prior to the preparation of the budget. This adjustment would ensure that the budgeting process is more aligned with the actual requirements for capacity building, making it more targeted and effective. This recommendation was seen as a practical approach to enhance the relevance and impact of capacity-building initiatives, ensuring this address the specific needs and gaps within the system.

## PARALLEL SESSION 3

### *Country Case Studies*

**Session Chair: Mr. Illo Jallow- Deputy Secretary to Cabinet, Republic of Gambia**

**Rapporteur: Jennifer Njelesani**

**Martin Kantanga And Mwanaumo Erastus, - *“Factors Contributing to Incomplete Construction Projects in Zambia - Contract Management as a Tool for Successful Project Performance: A Pragmatic Study on Construction Projects in Zambia”***

In the background to this study, a significant issue was highlighted: the prevalence of many incomplete projects within communities. These unfinished projects not only represent unfulfilled potential solutions but have also become crime hubs and centers for unlawful activities, including rape. The existence of these incomplete projects thus poses a dual challenge, both in terms of unrealized community benefits and increased safety concerns. The findings of the study were multifaceted, touching on various stakeholders. From the client's perspective, which often involves public sector entities, the lack of resources was a major issue, leading to inconvenience and reputational damage, especially for public projects. For contractors, the cessation of projects resulted in employment loss, economic setbacks, and damage to reputation.

The study concluded that a common factor leading to incomplete projects globally, including in Zambia, is inadequate financing. A distinct causal factor identified in Zambia, however, is the incompetence of contractors. The impact of incomplete projects results in financial losses for all stakeholders involved. To address this issue, the study proposed the introduction of a construction bank that would offer loans to contractors at lower interest rates. This solution aims to mitigate the financial challenges faced by contractors, thereby reducing the incidence of project incompleteness and its associated negative impacts on clients and communities.

**Bwalya Kafula, Bupe Getrude Mwanza, And Erastus Mwanauomo –**  
*“Contract Management as a Tool for Successful Project Performance:  
A Pragmatic Study on Construction Projects in Zambia”*

The study on contract management practices had several key objectives, including examining the contract management practices currently applicable at various projects sites, assessing the monitoring and evaluation of contracts during project implementation, and determining the effectiveness of these contract management practices. The findings of the study revealed that organizations use a variety of contract management practices, indicating a lack of standardization across the sector. Monitoring and Evaluation (M&E) activities are only performed to a moderate extent, and there is a pressing need for more intensive M&E to ensure compliance with contract provisions. One of the major weaknesses identified was the communication of amendments in contracts. As well, it was inconclusive whether the contract management practices were effective, with political interference emerging as a significant influencing factor.

Based on these findings, the study recommended the implementation of standardized contract monitoring protocols to bring uniformity to the process. The use of contract management software was suggested to automate and streamline contract management tasks. Continuous training and skills development for staff involved in contract management were emphasized to keep them abreast of best practices. The study also suggested the development of a dedicated staff within

procurement functions specifically for monitoring contracts, ensuring focused attention on this crucial area. Lastly, active stakeholder engagement was recommended to enhance transparency, accountability, and collaborative problem-solving in contract management. These recommendations aim to address the challenges identified in the study and contribute to more effective and efficient contract management practices.

**Mr George S Mudenda- Director Lusaka National Museum, Zambia (presented by Professor Esther Munalula) - *“On the Road to Cultural Preservation: Emerging Trends in Zambia.”***

Ms Munalula’s presentation delved into the role of museums as key institutions in preserving and exhibiting objects of historical, scientific, artistic, or cultural interest. She underscored the significance of these objects in enabling individuals to connect with their origins and experience a range of emotions based on the object’s nature and provenance. In addition, museums often serve as a medium for individuals to discover more about themselves or their familial heritage. The findings from the study highlighted some intriguing dynamics. It was observed that tribes possessing more objects in museums often exhibit a sense of superiority. Conversely, other groups, whose cultural artifacts are less represented, express feelings of segregation, marginalization, or disregard, leading to questions about why objects from their regions are not exhibited. This has prompted some ethnic groups to establish their own museums to better represent their heritage and history.

In conclusion, Ms Munalula underlined the integral role museums play in unifying communities and contributing to national identity. Museums, she argued, are more than mere tourist destinations; they are pivotal in understanding and expressing the concept of 'ONE ZAMBIA ONE NATION.' She added that museums reflect a society's level of development and are crucial in disseminating culture and aiding community development. Furthermore, museums can serve as valuable resources for research opportunities and prototyping in community development. The presentation concluded with a call for developing countries to invest more in museums, recognizing their significant contribution to community development and cultural preservation.

**Dr. Lubinda Haabazoka- *“An analysis of the effect of Human Resource Management Strategies on Organization Performance – A Case Study of Zambia National Broadcasting Corporation (ZNBCR)”***

Dr Haabazoka presented an analysis of the effect of Human Resource Management Strategies on organizational performance, with a specific focus on Zambia National Broadcasting Corporation (ZNBC). The objectives of the study were to analyse the impact of recruitment and selection policy, HR training and development policy, and compensation and reward on organizational performance. The study's findings led to several recommendations aimed at enhancing organizational efficiency and effectiveness. Regarding resourcing policy, it was suggested that regular job analysis be conducted prior to advertising positions to ensure alignment with organizational needs. It was also recommended that job descriptions be closely aligned with strategic objectives, and that traditional interview and selection forms be revised to suit specific job profiles.

For promotions, the study recommended basing decisions on performance management data to ensure merit-based advancement. Under training and development policy, the implementation of a Performance Management System (PMS) was suggested. This includes conducting annual training analyses, aligning training plans with both strategic and annual work plans, and developing personal development plans post-performance evaluation. In addition, the importance of conducting training evaluations after each training

session was emphasized. In the area of compensation and reward, the study proposed the development of a performance-based reward system that goes beyond mere cost-of-living adjustments. This could include the implementation of an annual performance bonus as a consideration for employees. Dr Haabazoka's analysis and recommendations provide a comprehensive approach to improving HR management strategies, thereby enhancing the overall performance of organizations like ZNBC.

## DICUSSIONS, OBSERVATIONS AND RESPONSES

During feedback session, a lively and insightful discussion unfolded among the delegates, bringing to light several critical issues. The delegates identified gaps in the presentations about incomplete projects, particularly highlighting the public's disinterest in museums. It was observed that museums tend to draw primarily school children, leading to a general lack of awareness and misinformation among the broader public. This led to a discussion about the differences between museums and national archives, with suggestions to develop a policy that clearly delineates the roles and boundaries of these cultural institutions.

Participants acknowledged the value of the recommendations made about incomplete projects but pointed out the lack of focus on resource limitations and the challenges posed by launching too many projects concurrently. One participant referenced the Ministry of Infrastructure's strategy for project prioritization and touched upon the dynamics of reward and punishment within HR management. Other delegates were keen to learn about best practices in managing non-performing employees, seeking insights into the reasons for their continued presence in organizations.

A consensus emerged among the participants about the necessity for research findings to not only identify problems but also provide actionable solutions. Delegates encouraged presenters to offer evidence-based recommendations tailored to the specific challenges presented. In their responses, the presenters concurred on the significance of training and development, while also noting a trend where employees favour training programs unrelated to their actual work, often motivated by the per diems offered. It was argued that in some cases, training provided to employees does not align with their specific job roles. An example cited was HR personnel attending training sessions for camera control, which was not directly relevant to their primary HR responsibilities. These discussions highlighted several important needs, including more relevant and targeted training programs, a deeper understanding of the roles of cultural institutions, and the implementation of effective human resource management strategies in organizational settings.

## WINNING INNOVATIONS PRESENTED AT THE GALA DINER

At this year's AAPAM Innovative Management Awards, four organizations stood out for their creative contributions to African public services, earning well-deserved recognition. The competition this year was particularly stiff, with fifty-seven submissions from fourteen countries, showcasing a wide array of innovations. Notably, one submission came from an Arabic-speaking country, while the rest were from Anglophone countries, with a conspicuous absence of entries from Francophone countries.

The jury had the challenging task of sifting through these submissions, and they eventually narrowed it down to six top submissions for merit recognition and two additional submissions for the prestigious Presidential Award. The selection process involved summing up the individual scores from each jury member and then calculating the average score to determine the top submissions. The jury also took special note of those innovations that stood out across the board for their uniqueness and impact.

The results were as follows: The Smart Agriculture Box initiative from South Africa clinched the Gold Prize, reflecting the innovative spirit of the country's approach to agriculture and the whole essence of food security. Egypt's Innovation in Hiring, Training, and Promotion

received the Silver Prize, acknowledging its forward-thinking in human resource management. Mauritius was twice honoured, with its GBV Protection Tool winning the Bronze Prize, and its e-HR Project awarded the Glass Prize. Additionally, Namibia's Streamlined e-Services for Passport and Visa Applications also received a Glass Prize, highlighting its contribution to easing bureaucratic processes. These awards symbolize the drive for innovation and excellence in public service across the African continent.

## PLENARY NINE

CONFERENCE DAY FOUR: FRIDAY 8TH DECEMBER 2023

### *Report Back on Regional Chapter Meetings*

#### **West Africa**

**Chaired: Dr Nicholas Ayamga- Vice president West Africa**

**Rapporteur: Mr. Mumba Tembo**

The West Africa regional chapter discussed a range of critical issues. The meeting stressed the importance of networking among West African countries. It was agreed that learning from each other is crucial, and thereby necessitating a review of the constitution to enhance this process. A key point of discussion was the enhancement of diversity within the region. Participants recognized the need to tap into diverse opportunities for resilience development, acknowledging the strength that lies in a united yet diverse approach.

The importance of knowledge exchange was another significant topic. It was agreed that education, training, and awareness among member states are vital for mutual growth and development. In this regard, it was also appreciated that AAPAM is an inclusive organization for both French and English-speaking countries, underlining the importance of language inclusivity in fostering unity and collaboration. A notable concern raised was the need for West African countries to host AAPAM events more frequently. The meeting noted with concern that the last time an AAPAM event was hosted in the region was in Benin

in 2012, and there was a consensus on the need to rotate hosting duties more evenly among the West African countries.

The meeting also observed that some leaders within the region do not support civil servants, public workers, and political leaders attending AAPAM events. Consequently, an appeal was made to all governments to consider and facilitate official's participation in AAPAM meetings. Finally, there was an appeal to all members to ensure timely payments of the annual subscription fees to the Chapter. This aspect was recognised as crucial for the smooth functioning and sustainability of the regional chapter. The meeting concluded with a reaffirmation of the commitment to these goals and objectives, aiming to strengthen cooperation and development within the West African region.

## **Southern Africa**

### **Session Chair: Mr. wisdom Bwalya, Permanent Secretary, Zambia**

In the absence of the Vice-President of Southern Africa, who had to return to South Africa for national duties, Mr. Bwalya, the Cabinet Secretary, Zambia, stepped in to chair the meeting. The Southern Africa Regional chapter was graced by the presence of the AAPAM President, who addressed the assembly. In his address, the President extended his gratitude to the chapter for successfully hosting the 2023 Roundtable Conference. He commended the robust attendance from member states in the region. A crucial part of his address was an appeal to member countries to ensure the mobilization of members for the timely payment of subscription fees. He also urged governments to support the Association by providing subventions, highlighting the importance of governmental backing for AAPAM's programs.

The chapter leaders expressed their gratitude to the members for their active participation in the Conference. It was reported that the AAPAM Council had convened a meeting on December 6, 2023, resulting in a resolution to amend the Constitution. Notably, the amendment includes an increase in the term of office from a 3-year term with no limit to a 5-year term with a maximum of two terms. This change aims to enhance the governance structure within AAPAM. The leaders encouraged members to establish more National Chapters and

emphasized the need for these chapters to remain active in all AAPAM activities, not just in preparation for the Roundtable Conference.

It was further reported that AAPAM plans to implement a system for regular reporting by the Chapters to ensure consistent and active participation. Furthermore, the leaders urged members to engage their respective governments to ensure the payment of subventions. A virtual meeting involving all heads of Public Service in the region was proposed to discuss the benefits of AAPAM membership and to advocate for the payment of subventions. In conclusion, the leaders expressed appreciation for the high-quality presentations made at the Conference and commended members for keeping the region vibrant and engaged in AAPAM's activities. This meeting marked a significant step in reinforcing the commitment of Southern Africa to the goals and objectives of AAPAM.

## CLOSING CEREMONY

Hon. Wilson Muruli Mukasa, the Minister for Public Service of the Republic of Uganda, cordially extended an invitation to participants for the 43rd AAPAM Round Table Conference. Expressing great pride and honour on behalf of Uganda in hosting this significant event, the Minister highlighted the country's excitement at the prospects of hosting such a diverse group of high-minded delegates from Africa and beyond. Moreover, he assured the delegates that Uganda's numerous captivating attractions would add to the event's appeal, promising an enriching experience for all attendees.

Ms. Leila Mavika, President of the Tanzania Chapter, presented a vote of thanks on behalf of all delegates. She conveyed her gratitude to the Republic of Zambia for the exceptional hospitality and the well-organized conference. She noted that the delegates had gained substantial knowledge that would be beneficial back home. Ms. Mavika also appreciated the educational excursions, which offered a deeper understanding and appreciation of tourism, and commended the flawless logistical arrangements. She highlighted the conference sessions as instrumental in fostering strategic thinking, encouraging innovation, and increasing youth involvement. Looking ahead, she promised greater representation in the AAPAM innovation awards and lauded the networking opportunities among delegates from various countries, urging all delegates to actively support the enhancement of young professionals in their national chapters.

The President of AAPAM expressed his gratitude to the Zambian Government for hosting the event, acknowledging the significant resources and logistics deployed. He thanked the executive and council, the AAPAM secretariat for their support to the national organizing committee, and partners for their sponsorship. He commended the presenters for their professionalism and congratulated the YPN for securing a seat on the executive council. He also expressed his appreciation to the participants for the strong attendance and to the Zambian people for their warm hospitality.

Hon. Credo Nanjuwa, MP, the Minister from the Southern Province, reflected on the conference, noting that the presence of experienced and eminent speakers from around the world had made the conference more vibrant and responsive to the developmental needs of Africa. He emphasized the importance of effective governance, collaborations, and partnerships in public administration as key to meeting the demands of various countries across the continent. In closing, he thanked the AAPAM delegates for their participation in the 42nd RTC and encouraged them to explore Livingstone and enjoy its tourist sites. He also urged the delegates to apply the knowledge and insights gained during the conference in their respective roles and responsibilities.

During the conference, delegates took a moment to honour and express their profound gratitude to the late Dr Roland Msiska's remarkable

contributions to AAPAM during his presidency. They recognized his significant role in transforming public administration, not just in Africa but on a global scale, underscoring the lasting impact of his work. A moment of silence was also observed in honour of the late former AAPAM President Mr John Mitala, who was until his death the head of public service and secretary to the cabinet, Republic of Uganda.

Delegates extended sincere gratitude to the National Organizing Committee, the management and staff of the Avani Victoria Falls Resort, and the welcoming people of Zambia. They expressed appreciation for the excellent hosting and thoughtful arrangements that were made with meticulous care, ensuring their comfort and convenience throughout the conference.

Delegates applauded the leadership and secretariat of AAPAM, along with resource persons and rapporteurs, for their dedication and commitment. Their efforts were central to the success of the conference, making it an outstanding and memorable event. Delegates also expressed gratitude to the government and people of Uganda for their gracious invitation to host the 43rd AAPAM Roundtable Conference. This generous offer was warmly received, and the delegates looked forward to participating in the upcoming conference. Delegates were informed that the theme for the 43rd Roundtable Conference would be communicated to the AAPAM community in due course, building anticipation for another engaging and insightful event in 2024.

AFRICAN ASSOCIATION FOR  
PUBLIC ADMINISTRATION AND  
MANAGEMENT (AAPAM)



ASSOCIATION AFRICAINE POUR  
L'ADMINISTRATION PUBLIQUE  
ET LE MANAGEMENT (AAAPM)



Republic of Zambia

## Communiqué

### **42<sup>ND</sup> ANNUAL APPAM ROUND TABLE CONFERENCE**

Theme:

**Building Resilient Societies through Effective  
Governance and Public Administration in  
Africa: An Imperative for the Realisation of the  
SDGs and Agenda 2063 Aspirations**

**VENUE: AVANI VICTORIA FALLS RESORT**

**LIVINSTONE, ZAMBIA**

**5<sup>TH</sup> -9<sup>TH</sup> DECEMBER 2023**

## INTRODUCTION

1. The 42<sup>nd</sup> Annual Roundtable Conference of the African Association for Public Administration and Management (AAPAM) was co-hosted by the Government of the Republic of Zambia in partnership and coordination with the AAPAM Secretariat at the Avani Victoria Falls Resort, Zambia from 05 – 09 December 2023.
2. The 42<sup>nd</sup> Annual Roundtable Conference was held under the guiding Theme:

**“Building Resilient Societies through Effective Governance and Public Administration in Africa: An Imperative for the Realisation of the SDGs and Agenda 263 Aspirations”**

3. The following sub-themes steered discussions at the conference:
  - 1.1 Strengthening the Capabilities and Aspirations of African Public Administration at both Local and National Levels
  - 1.2 Harnessing Africa’s Diversity and Demographic Dividends for Socio-Economic Transformation: Leaving No One Behind
  - 1.3 Transforming Public Administration in Africa through Emerging Technologies and Innovation
  - 1.4 Accelerating Regional Integration through AfCFTA to Attain Agenda 2063 Aspirations
4. Four Hundred and Ten (410) delegates from Twenty-Four (25) Countries attended the Conference. Representation at country level was distributed as follows:

1. BENIN
2. BELGIUM
3. BOTWANA
4. CAMEROON
5. EGYPT
6. ETHIOPIA
7. GERMANY
8. GHANA
9. KENYA

1. LESOTHO
2. LIBERIA
3. MAURITIUS
4. NAMIBIA
5. NIGERIA
6. PALESTINE

1. SOUTH AFRICA
2. SOUTH SUDAN
3. TANZANIA
4. UGANDA
5. USA
6. ZAMBIA
7. ZIMBABWE

5. Among the participants were Ministers; Heads of Public/Civil Services and Secretaries to Cabinet; Permanent/Principal Secretaries, local elected officials, and other high ranking Government Officials. Others were Chairpersons and Commissioners for Public Service Commissions; Heads of Management Development Institutes; Development Partners;
6. representatives of Statutory Institutions; scholars and researchers AAPAM Young Professionals and other delegates of various standing.
7. Several AAPAM partner organizations graced the Roundtable Conference. Organizations that sent representatives and delivered messages of solidarity to the conference were: the United Nations Department of Economic and Social Affairs (UNDESA), the International Institute of Administrative Sciences (IIAS), Africa Public Sector Human Resource Network (APS-HRMnet), South African Association of Public Administration and Management (SAAPAM), Chandler Institute of Governance (CIG), Emerging Public Leaders, General Personal Council, Palestine and African Peer Review Mechanism (APRM), Kenya Airways (KQ) and ZAMTEL.

## OFFICIAL OPENING

1. The 42<sup>nd</sup> AAPAM Roundtable Conference was officially declared open by Her Excellency the Vice President, Republic of Zambia, **Mrs Mutale W.K Nalumango**. The conference was organized in Eight (8) plenary sessions, four (4) parallel and four (4) specialised sessions. One of the seven plenary sessions was specifically dedicated to Innovation Management Awards.
2. The following networks met on the margins of the Roundtable Conference and held discussions on issues of specific and particular interest to them. These were: the AAPAM Young Professionals Network (YPN), the APS-HRMnet, Commissions, Research and the Academia. UNDESA conducted a workshop on the margins of the conference. In these forums information was exchanged, experiences shared, and lessons learned. The AAPAM Executive Committee and Council also held meetings on the margins of the conference.

## INNOVATIVE MANAGEMENT AWARDS

3. Four finalist organizations received AAPAM Innovative Management Awards. The awards recognise and celebrate creativity in the African public services. This year, the jury received fifty-seven (57) submissions from Nine (9) countries. Out of the 57 submissions one was from an Arabic speaking country while the rest from Anglo-phone countries. There was no submission from Francophone countries.

No.	Name of Innovation	Country	Number	Prize
1	Smart Agriculture Box initiative	South Africa	1	Gold
2	Innovation in Hiring, Training, and Promotion	Egypt	2	Silver
3	GBV Protection Tool	Mauritius	3	Bronze
4	e-HR Project	Mauritius	4	Glass
5	Streamlined e-Services for Passport and Visa Applications	Namibia	5	Glass

4. The jury identified 6 top submissions for a merit recognition and another 2 for the Presidential Award. The top submissions were arrived at by summing up the individual scores from the jury members and getting the average score. The jury also singled out innovations which impressed them across the board. The final score is as follows:

### **INTERVENTIONS, OBSERVATIONS AND RECOMMENDATIONS**

1. In the face of the multifaceted socio-political and economic challenges confronting Africa today, it is increasingly evident that a robust and responsive approach is required to navigate these complexities effectively. Key to this approach is the strengthening of governance and public institutions across the continent, which hinges on the adoption of sound governance practices and efficient public administration.
2. The successful navigation of these challenges is only feasible within the framework of viable, resilient

institutions. This realization necessitates a concerted effort to enhance institutional capacities, ensuring that they are not only equipped to address current issues but are also prepared to anticipate and adapt to future challenges. Such a strategic reinforcement of institutional frameworks is crucial for Africa's journey towards sustainable development and prosperity.

5. In the face of the multifaceted socio-political and economic challenges confronting Africa today, it is increasingly evident that a robust and responsive approach is required to navigate these complexities effectively. Key to this approach is the strengthening of governance and public institutions across the continent, which hinges on the adoption of sound governance practices and efficient public administration.
  
6. The successful navigation of these challenges is only feasible within the framework of viable, resilient institutions. This realization necessitates a concerted effort to enhance institutional capacities, ensuring that they are not only equipped to address current issues but are also prepared to anticipate and adapt to future challenges. Such a strategic reinforcement of institutional frameworks is crucial for Africa's journey towards sustainable development and prosperity.

## CONCLUSIONS

7. Within this structured understanding, the 42<sup>nd</sup> AAPAM Roundtable Conference expressed the following positions on the theme and sub-themes:
  - a) The Conference Theme "Building Resilient Societies through Effective Governance and Public Administration in Africa" underscored the imperative of evolving African public administration to meet the ambitious goals of the SDGs and Agenda 2063. This evolution is anchored in strengthening governance and institutional capacity through robust frameworks, policy alignment with global goals, and promoting transparency. Emphasizing inclusivity and social equity, it calls for policies to reduce inequality, ensure gender equality, and enhance community involvement in governance.
  - b) Sustainable development and environmental stewardship were highlighted, integrating eco-friendly practices into governance and resource management. Innovation and technology, especially in digitizing public administration, are essential for modern governance.
  - c) The discussions also focused on enhancing the skills of public administration professionals, decentralizing power for localized effectiveness, and embracing Africa's cultural diversity and youth potential for socio-economic transformation.
  - d) Furthermore, transforming public administration through digital technologies and fostering regional integration via initiatives like AfCFTA, were identified as critical for harmonizing policies and building cross-border infrastructural and technological capabilities,

in partnership with the private sector, to realize Agenda 2063 aspirations.

- e) It is critical that effective integration in trade initiatives hinges on the active participation and involvement of local communities. This is essential because production, the cornerstone of trade, resides at the local level.
- f) For integration strategies to be meaningful and successful, these must be grounded in the realities and contributions of these communities, ensuring that their needs, skills, and potential are integrated into the larger framework of trade and economic policies. Without engagement communities, integration efforts may fail to capture the true essence and diversity of local production capabilities, which are critical for the overall success of trade initiatives.

## RECOMMENDATIONS

### **Strengthening Governance and Public Institutions:**

- a) Adopt sound governance practices and efficient public administration.
- b) Enhance institutional capacities to address current and future challenges.
- c) Invest in robust frameworks, policy alignment with global goals, and transparency.
- d) Promote inclusivity and social equity through policies that reduce inequality, ensure gender equality, and enhance community involvement in governance.

### **Sustainable Development and Environmental Stewardship:**

- a) Integrate eco-friendly practices into governance and resource management.
- b) Utilize innovation and technology, especially digitization, for modern governance.

### **Enhancing Public Administration:**

- a) Upskill public administration professionals.
- b) Decentralize power for localized effectiveness.
- c) Embrace Africa's cultural diversity and youth potential for socio-economic transformation.

### **Regional Integration and AfCFTA:**

- a) Foster regional integration through initiatives like AfCFTA.
- b) Harmonize policies and build cross-border infrastructural and technological capabilities.
- c) Engage local communities in trade initiatives and utilize their skills and production capabilities.

## **ACKNOWLEDGEMENTS**

8. The Conference conveyed profound gratitude to all AAPAM partners, especially Member States, and in particular the Government of Zambia, under the Leadership of His Excellency President **Hakaïnde Hichilema**, for his country's generosity, commitment to and support for the Annual AAPAM Roundtable

Conferences.

9. The Conference congratulated the AAPAM Innovation Management Award winners for their dedication, commitment, and brilliance in excelling and thereby expanding the horizon of knowledge.
10. Delegates recognized and expressed gratitude for the significant impact that the Late Dr Roland Msiska had on the development of AAPAM during his tenure as President. Conference further highlighted Dr Msiska's extensive contributions to the transformation of public administration both in Africa and on a global scale.
11. Delegates conveyed earnest gratitude to the National Organizing Committee, along with the Management and Staff of the Avani Victoria Falls Resort, and the hospitable people of Zambia.
12. Delegates appreciated the exceptional hosting and courteous arrangements that were meticulously and skilfully made for their comfort and convenience.
13. Delegates applauded the AAPAM leadership and secretariat as well as resource persons and rapporteurs for their dedication and commitment to making the 42<sup>nd</sup> Round-table conference the unqualified success it is.
14. Delegates warmly received and expressed profound gratitude to the government of Uganda for the generous offer to host the 43<sup>rd</sup> AAPAM Roundtable Conference.
  
15. Delegates are formally invited to participate in this upcoming 43<sup>rd</sup> Roundtable Conference. The theme will be communicated to the AAPAM fraternity in due course.

**DONE AT AVANI, VICTORIA, FALLS RESORT,  
LIVINGSTONE THIS 09 DECEMBER 2023.**

## 42<sup>ND</sup> AAPAM ROUNDTABLE CONFERENCE

### DELEGATES LIST

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