

AIDE MEMOIR



AFRICAN ASSOCIATION FOR
PUBLIC ADMINISTRATION AND
MANAGEMENT (AAPAM)



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

43RD ANNUAL AAPAM ROUNDTABLE CONFERENCE

Theme: "Agile and Resilient Public Administration for Sustainable Development in Africa."



Venue: KAMPALA, UGANDA Date: 26th - 29th NOVEMBER 2024

INTRODUCTION

1. In an era marked by rapid technological change and increasing global interconnectivity, the imperative for agile and resilient public administration in Africa has never been more critical. The 43rd Association of African Public Administration (AAPAM) Roundtable theme, *"Agile and Resilient Public Administration for Sustainable Development in Africa,"* challenges us to rethink traditional governance frameworks, advocating for systems that are not only responsive to immediate crises but also adaptive to future uncertainties. The focus is on building robust administrative capacities that can sustain developmental momentum and harness innovations to meet the diverse needs of a growing population.
2. The 43rd Roundtable dialogue will pivot around integrating agility and resilience in the core functions of public administration to propel sustainable development across the continent. This approach requires a synthesis of effective policymaking, enhanced technological integration, and proactive public sector management. By emphasizing these elements, the conference aims to equip African nations with the tools to navigate the complexities of modern governance, ensuring that public administration acts as a cornerstone for sustainable and inclusive growth. This vision aligns with the broader goals of the 2030 and 2063 Agendas, aiming to create governance systems that are both dynamic and robust enough to secure a prosperous future for all Africans. This Aide Memoir serves as a guiding framework for navigating the evolving landscapes of governance, emphasizing the importance of dynamic leadership, ethical foundations, digital empowerment, and global cooperation. Through shared commitment and collective action, this 43rd Roundtable discourse envisions a future where governance acts as a catalyst for transformative change, driving progress towards the realization of global agendas and building a legacy of hope and prosperity for generations to come.

BACKGROUND TO THE 43RD ROUNDTABLE CONFERENCE

3. The 43rd Roundtable Conference is shaping up to be a crucial event. This year's conference follows the success of the 42nd Roundtable, held in December 2023 at the stunning Victoria Falls Resort in Zambia. The 42nd conference focused on the important theme of *"Building Resilient Societies in Africa through Effective Governance and Public Administration."* This theme highlighted the essential role strong African societies play in achieving sustainable development. The Roundtable also emphasized the need to meet the ambitious goals of both the UN's Sustainable Development Goals (SDGs) and the African Union's Agenda 2063.
4. Drawing inspiration from the rich discussions and outcomes of the 42nd Roundtable, the 43rd conference seeks to further advance these dialogues, focusing on the transformative power of reimagined governance structures that are future-ready and equipped to address the multifaceted challenges of our time. This year's theme builds on the previous one by recognizing the truism that the path towards resilient societies in Africa necessitates a governance paradigm that is not only effective and accountable but also adaptable to the rapid changes and uncertainties of the global landscape. The 43rd Roundtable Conference aims to serve as a beacon for public administration professionals, policymakers, academics, and practitioners across Africa and beyond, fostering a collaborative platform for sharing insights, strategies, and best practices in navigating the journey towards sustainable development and the actualization of our collective aspirations for the continent's future.

CONTEXTUAL ORIENTATION

5. In today's fast-evolving global landscape, Africa faces unique challenges that demand not only robust governance systems but also flexibility and innovation in public administration. The increasing pressures of economic instability, social disparities, and environmental concerns underscore the need for agile and resilient governance structures capable of driving sustainable development. This context sets the stage for the theme, "*Agile and Resilient Public Administration for Sustainable Development in Africa*," which seeks to explore and fortify the capabilities of Africa's public sectors to effectively respond to these dynamic challenges. As delegates convene for the 43rd Roundtable, it is crucial to ground discussions in the reality of the current socio-economic and administrative landscape of Africa, a context marked by both notable progress and significant challenges. The continent is navigating a complex matrix of developmental issues, including pervasive poverty, inequality, and institutional fragility, alongside constraints in accessing essential services and growing conflict situations.
6. The background to this theme is deeply rooted in the continent's ongoing efforts to align with global developmental goals while addressing local realities. African nations are increasingly recognizing the importance of governance systems that can adapt to rapid changes and recover from setbacks without compromising long-term developmental objectives. The push towards a more agile and resilient public administration is essential for ensuring that governance not only meets the current needs of its people but also anticipates future challenges and opportunities. This theme encourages a proactive approach to public administration that is critical for achieving sustainable development across the continent. Economically, Africa's landscape is characterized by infrastructural deficits, limited financial inclusion, and challenging business environments, which collectively impede sustainable growth and development. Despite innovative strides in sectors such as mobile banking, the continent grapples with an infrastructure gap that stifles economic activity and stunts development prospects.
7. In the realm of public administration and governance, the journey thus far reflects a tapestry of advancements and enduring hurdles. On one hand, there has been commendable progress in institutional reforms, digital governance initiatives, and efforts towards transparency and accountability, which have collectively contributed to more responsive and efficient public services in various regions across the continent. The proliferation of digital platforms has facilitated greater citizen engagement and streamlined service delivery, marking significant strides towards modernizing governance frameworks. On the other hand, the landscape is still marred by challenges that stem from systemic corruption, resource misallocation, and a lack of robust mechanisms for public accountability. Moreover, the rapid pace of technological change, while offering new opportunities for governance innovation, also presents challenges in terms of digital divide, cyber security risks, and the need for digital literacy and inclusion. These contrasting realities underscore the critical need for a multifaceted approach in addressing the complexities of governance and public administration in Africa, one that not only builds on the progress achieved but also confronts the persistent challenges with renewed vigour and innovative strategies.

JUSTIFICATION FOR THE THEME AND SUB-THEMES

8. The choice of *"Agile and Resilient Public Administration for Sustainable Development in Africa"* for the 43rd AAPAM Conference theme builds directly on the foundations laid by the previous conference's focus on *"Building Resilient Societies in Africa through Effective Governance and Public Administration."* This natural progression emphasizes enhancing the capacity of public administrations to be both agile and resilient, qualities that are increasingly necessary for effective governance in the face of rapid social, economic, and environmental changes. In advancing these concepts, the theme aims to equip African public administrations to not only withstand current challenges but also to adapt and thrive in a sustainable manner, ensuring a resilient future for the continent. In view the governance challenges that Africa continues to grapple with, the 43rd Conference aims to reinforce ethical practices, ensuring these permeate every level of governance to cultivate a transparent, accountable administration framework that is essential for addressing ongoing challenges and promoting sustainable development across the continent.
9. Enhancing the dialogue from the previous year, the theme for the 43rd AAPAM Conference also recognizes the interplay between governance and technological advancements as crucial for sustainability. This perspective is essential as it addresses the need for governance systems that not only react to crises but also pre-emptively shape policies and structures that leverage innovation for development. This theme aims to inspire African leaders and administrators to cultivate a governance environment that is both adaptable to current global trends and robust enough to envision and implement long-term sustainable solutions. This forward-thinking theme aims to foster a discourse that will lead to actionable strategies, helping African public administrations become more dynamic and responsive, ultimately contributing to more sustainable development outcomes across the continent. Thus said, anchoring the 43rd Conference on this theme and its sub-themes is not only justifiable but also essential for building the resilient and adaptive societies needed to confront and overcome the intricate challenges facing Africa.

OBJECTIVES OF THE ROUND-TABLE CONFERENCE

10. Building on the momentum and insights garnered from the 42nd AAPAM Roundtable Conference, the 43rd edition aims to further elevate the discourse on governance and public administration within the context of Africa's developmental aspirations and global commitments. The overarching objective is to gather a diverse array of experts from various disciplines and regions for a rich exchange of ideas, strategies, and experiences, with the goal of deepening the understanding of critical issues and fostering collaborative initiatives. This platform will address a spectrum of concerns, ranging from policy formulation and execution to the nuances of research, innovation, and the multifaceted socio-economic and environmental challenges confronting the continent. The goal is to cultivate actionable insights, foster knowledge sharing, and stimulate recommendations that will guide decision-making processes, shape impactful policies, and catalyse transformative change.

Specifically, the objectives for the 43rd Roundtable Conference are to:

- a) *Foster Cross-Disciplinary Dialogue:* To facilitate a dynamic exchange among experts from diverse fields and regions, promoting a multi-dimensional perspective on governance and public administration challenges and opportunities within Africa.

- b) *Enhance Policy Development*: To advance the formulation and implementation of effective policies by delving into contemporary governance issues, leveraging the collective expertise and experiences of participants to propose innovative solutions.
- c) *Promote Research and Innovation*: To spotlight and encourage research and innovation in governance and public administration, highlighting cutting-edge practices and technologies that can drive progress and efficiency.
- d) *Address Socio-Economic and Environmental Challenges*: To specifically tackle the socio-economic and environmental hurdles that impede Africa's development, fostering discussions that lead to sustainable and inclusive strategies.
- a) *To conduct a thorough analysis* of Africa's public administration landscape, identifying the gaps between current capabilities and future goals, with the objective of developing strategies to bridge these discrepancies.
- b) *Generate Actionable Insights and Recommendations*: To synthesize the discussions and insights from the conference into concrete recommendations and strategies that can inform decision-making and policy formulation at various levels of governance.

EXPECTED OUTCOMES

11. Following the conclusion of the 43rd AAPAM Roundtable Conference, several significant outcomes are anticipated in alignment with the conference's objectives, contributing to the advancement of public administration and governance across Africa. These expected results will not only reflect the depth of the discussions but also the collaborative efforts of participants to address the critical challenges and opportunities within the continent's governance and administrative frameworks.

Key expected outcomes include:

- a) *Enhanced Understanding of Governance Challenges*: A comprehensive analysis and shared understanding among participants of the critical challenges and opportunities in Africa's governance and public administration landscape.
- b) *Strategic Frameworks for Improvement*: The development and dissemination of strategic frameworks aimed at enhancing the capacity of public administration across Africa, tailored to address identified gaps and discrepancies.
- c) *Innovative Governance Solutions*: A collection of innovative solutions and best practices in governance and public administration, drawn from the collaborative discussions and diverse expertise present at the conference.
- d) *Action Plans for Inclusive Development*: Detailed action plans designed to overcome barriers to inclusive development, fostering policies and initiatives that ensure equitable access to services and opportunities for all citizens.
- e) *Technology Integration Strategies*: Clear strategies and recommendations for the effective integration of emerging technologies in public administration, enhancing efficiency, transparency, and service delivery.
- f) *Policy Recommendations Document*: A comprehensive document encapsulating key insights, policy recommendations, and actionable strategies derived from the conference, aimed at guiding policymakers, practitioners, and stakeholders in implementing transformative changes in governance and public administration.

THE 43RD ROUNDTABLE SUB-THEMES:

12. Sub-themes for the 43rd AAPAM Roundtable Conference are strategically designed to encapsulate the multifaceted and evolving challenges of governance and public administration in Africa, offering a comprehensive exploration into the diverse yet interconnected aspects of building resilient and future-ready governance systems. From enhancing leadership capacities and fostering innovation, to addressing digital security, ethical governance, and environmental sustainability, each sub-theme serves as a focused lens through which to examine the critical issues at hand. These sub-themes not only reflect the complex landscape of contemporary governance but also embody the collective aspiration for transformative solutions that align with the goals of the 2030 and 2063 Agendas, setting the groundwork for a series of enriching discussions and actionable insights at the conference.

a) Strengthening Leadership and Management Capacity in Public Administration:

This sub-theme emphasizes enhancing skills in leadership and management within public sectors, vital for fostering efficient, adaptive, and transparent governance essential for effective service delivery and policy implementation. This focus will empower leaders to innovate and drive policies that effectively meet the needs of their populations, thereby fostering more robust, transparent, and accountable governance structures.

c) Inclusive and Participatory Governance:

This segment highlights the importance of involving diverse community voices in decision-making processes. Promoting inclusivity in governance ensures that all demographic groups are represented and can contribute to shaping public policies that affect their lives, leading to more equitable and effective governance.

e) Enhancing Public Service Delivery:

The focus here is on improving the efficiency and quality of services provided by the government to the public. By streamlining processes and integrating innovative technologies, this theme aims to make public services more accessible and responsive to the needs of citizens, thereby increasing satisfaction and trust in government institutions.

b) Building Resilient Institutions:

This sub-theme aims to fortify public institutions against crises and disruptions, ensuring stability and continuity in governance fostering trust and encouraging sustainable development within communities. This resilience is key to adapting effectively to both current and future challenges. Strengthening institutions also promotes a robust infrastructure that can withstand political economic, environmental, and social pressures.

d) Public-Private Partnerships for Sustainable Development:

This dialogue explores the synergy between government and business sectors to leverage resources, expertise, and innovation for achieving sustainable goals, enhancing service delivery, and driving economic growth in a collaborative framework. This partnership model is crucial for pooling talents and solutions that address complex societal challenges efficiently.

f) Harnessing Technology for Public Administration:

This area emphasizes the critical role of modern technologies in transforming public service delivery, enhancing efficiency, transparency, and citizen engagement, thereby streamlining governance processes, and improving accountability in public sector operations. Integrating these technologies is essential for adapting to rapid changes and meeting the increasing demands of public service in the digital age.

g) Ethical Foundations and Accountability:

13. This important discourse seeks to cultivate strong ethical standards within public administration to ensure integrity, fairness, and trustworthiness in governance practices, thereby enhancing public confidence and ensuring sustainable, effective leadership. This initiative is crucial for preventing corruption and promoting transparency, key elements that contribute to a robust democratic society. This sub-theme will guide participating countries in presenting impactful case studies that showcase innovative and effective interventions that enhance ethics and accountability within their governance frameworks. This narrative serves as a blueprint for sharing experiences, challenges, best practices, and lessons learned in fostering an environment where integrity and transparency are not just encouraged but are integral to public administration.

Case Study Development Guide:

- a) **Context Setting:** Countries are invited to begin their presentations by providing a context that highlights the specific challenges and opportunities related to ethics and accountability in their governance systems. This might include historical issues of corruption, lack of public trust, or recent reforms aimed at improving governance transparency. The goal here is to set a stage that reflects the unique socio-political landscape of each country.
- b) **Ethical Frameworks and Policies:** The narrative then progresses to the development and implementation of ethical frameworks and policies. Countries should outline the steps taken to establish codes of conduct for public officials, anti-corruption legislation, and policies designed to enhance accountability. Special attention should be given to how these frameworks were developed, the involvement of stakeholders, and the mechanisms put in place to ensure adherence to these ethical guidelines.
- c) **Transparency Initiatives:** A crucial part of the narrative involves detailing initiatives aimed at increasing transparency within government operations. This could include the introduction of open government data platforms, public access to government spending records, or transparent procurement processes. Presentations should discuss the impact of these initiatives on public trust and governance efficiency.
- d) **Institutional Mechanisms for Accountability:** Countries are encouraged to share the institutional mechanisms they have established or strengthened to ensure accountability in governance. This might involve the role of independent oversight bodies, the judiciary, or other institutions tasked with monitoring, reporting, and acting on issues related to governance ethics and accountability.
- e) **Engagement and Participation:** The narrative should also explore how countries have engaged citizens and other stakeholders in promoting ethical governance. This could include public awareness campaigns, participatory budgeting processes, or platforms for citizens to report unethical behaviour without fear of reprisal.
- f) **Challenges and Solutions:** Recognizing that the journey towards ethical governance is fraught with challenges, countries should share the obstacles encountered in embedding integrity and transparency in their governance structures. More importantly, the narrative should highlight innovative solutions and strategies that were employed to overcome these challenges.
- g) **Impact and Outcomes:** Finally, the presentations should conclude with an assessment of the impact of these interventions on governance. This could involve

changes in public perception, improvements in governance efficiency, reductions in corruption incidents, or other tangible outcomes that demonstrate progress towards ethical governance.

- h) **Conclusion:** In weaving these elements into their presentations, countries will not only share their journey towards more ethical governance but will also contribute to a rich tapestry of experiences and insights that can inspire and guide further reforms across the continent. This case study segment aims to foster a collaborative environment at the conference, where the exchange of knowledge and best practices empowers all participants to strengthen the ethical foundations of their governance systems, thereby enhancing trust and credibility in public institutions.

THE LOGICAL FRAMEWORK OF THE 42ND ROUNDTABLE CONFERENCE

14. The Roundtable conference is designed and anchored on the below framework:



9/3/2024

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KEY PARTNERS AND STAKEHOLDERS

15. In addition to government representatives, individuals, and non-state entities, AAPAM places significant importance on the participation of partner organizations. During the 42nd Roundtable Conference, the event was honoured by the presence of the following partnering institutions:

- a) United Nations Department of Economic and Social Affairs (UNDESA),
- b) The International Institute of Administrative Sciences (IIAS)
- c) Association of African Public Service Commissions (AAPSCOMS)
- d) African Public Sector Human Resource Network (APS-HRMnet)
- e) South African Association of Public Administration and Management (SAAPAM)
- f) The African Peer Review Mechanism (APRM)
- g) Chandler Institute of Governance (CIG)
- h) Kenya Airways (KQ)
- i) Emerging Public Leaders
- j) General Personal Council, Palestine
- k) Zambia Telecommunications Company Limited, (ZAMTEL)

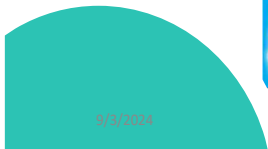


Overall delegates to the Roundtable Conference are drawn from and comprise the following:

- **Ministers drawn from National, Provincial and Local Governments**
- **Senior officials from Public and Private Sectors**
- **Scholars from the Academia and MDIs**
- **Civil Leaders from a Broad Spectrum of Society**
- **Development Partners and Governance Agencies**
- **Resource persons from within and outside Africa**
- **Multilateral Organizations**
- **Young Professionals**

CONTENT FOR THE CONFERENCE

16. Speakers and presenters at the Conference will be identified by AAPAM in collaboration with partnering institutions. For the speakers, the following deadlines shall be adhered to:



WORKING LANGUAGES

17. The working language shall be **ENGLISH, FRENCH, and ARABIC.**

REGISTRATION AND PARTICIPATION FEES

18. All participants are expected to register online:

<http://www.aapam.org/conferences-and-events/event-calendar#id=109&cid=1076&wid=701>

and pay registration fees at the following rates:

- | | | |
|-----|--|--------------------|
| (a) | Participants from host country | - USD 500 |
| (b) | Others / International | - USD 600 |
| (c) | Accompanying Persons (spouses of participants) | - USD\$300 |
| (d) | Students | - USD \$200 |

19. Registration fees are due at the time of registration or can be paid at the conference venue. Nevertheless, it is recommended that Delegates make their payments in advance (preferably 3 weeks prior to the conference date), with the option to utilize bank transfer to the AAPAM Account, the details of which are provided below.



20. Those who prefer bank transfer are expected to show evidence of payment on the conference day for registration. Delegates may pay the equivalent of the participation fees indicated above in other convertible currencies such as the Euro, British Pound Sterling (GBP), Canadian Dollar (CND), and the Ugandan Shilling. The equivalents of the

participation fees in these currencies shall be indicated in a schedule that will be available at the registration desk.

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