

**AFRICAN MANAGEMENT DEVELOPMENT INSTITUTES' NETWORK (AMDIN)  
SECOND ANNUAL CONFERENCE  
OFFICIAL COMMUNIQUÉ**

**Theme:** *Transformative Public Service Leadership for Sustainable Development and Inclusive Growth in Africa*

**Date:** 18–20 May 2026

**Venue:** NIPAM Campus, Windhoek, Republic of Namibia

**A. PREAMBLE**

1. We, the participants of the Second Annual Conference of the African Management Development Institutes' Network (AMDIN), comprising representatives of public administration institutions, governments, academia, development partners, governance practitioners, and the private sector across Africa, convened at the NIPAM Campus in Windhoek, Republic of Namibia, from 18 to 20 May 2026 under the theme:

*“Transformative Public Service Leadership for Sustainable Development and Inclusive Growth in Africa.”*

2. The Conference was jointly organised by AMDIN and the NIPAM with the objective of advancing transformative leadership, institutional resilience, ethical governance, digital innovation, and inclusive public administration systems in Africa.
3. The Conference deliberated on the following thematic areas:
  - a) Governance, Accountability, and Ethical Leadership in the African Public Service;
  - b) Building Institutional Capacity and Professionalising Public Service;
  - c) Digital Transformation and Innovation for Public Sector Renewal;
  - d) Inclusive Public Service: Gender, Youth, and Vulnerable Groups in Leadership and Development;
  - e) Partnerships, Regional Integration, and Collaborative Governance for Agenda 2063; and
  - f) Resilient Public Services for Sustainable Development and Climate Adaptation.
4. The Conference brought together approximately one hundred and fifty (150) physical participants, including more than sixty (60) international delegates from across the African continent. In addition, over four hundred and thirty (430) participants joined virtually through national digital livestream platforms. The Conference also demonstrated growing continental research participation, receiving fifty (50) academic abstract submissions, of which thirty-eight (38) papers were presented across technical parallel sessions.

**B. OPENING AND WELCOME**

5. The Conference was officially opened by the Right Honourable Tjitunga Elijah Ngurare, Prime Minister of the Republic of Namibia, alongside Mr Tombola Muke, President of AMDIN. Special recognition was accorded to Dr Heroldt V. Murangi and Ms Evelyn Zimbaris for their institutional leadership and stewardship. ✎

6. In his keynote address, the Prime Minister emphasized that the true currency of national development lies not in mineral wealth, but in the quality, integrity, and effectiveness of public institutions. He challenged African public servants to embrace a transformative leadership ethos rooted in accountability, innovation, and economic sovereignty, calling upon the continent to become the “Tree of Life” through strategic resource beneficiation and responsive governance.
7. On his part the AMDIN President reaffirmed the importance of African identity, linguistic diversity, and continental collaboration in advancing the aspirations of Agenda 2063 and “The Africa We Want.”

### **C. KEY DELIBERATIONS AND STRATEGIC FINDINGS**

#### **3.1 Institutional Implementation Gap**

8. The Conference noted significant disparities between policy formulation and implementation capacity within African Public Sector Training Institutes (PSTIs). Evidence presented from the 2026 Global Survey on Public Sector Training revealed that while most institutions demonstrate confidence in strategic planning, practical implementation remains constrained by persistent funding limitations and institutional weaknesses.
9. Delegates expressed concern regarding low service delivery satisfaction levels and emphasized the urgent need to strengthen execution-oriented governance cultures.

#### **3.2 Professionalisation of Public Service**

10. Participants underscored the importance of institutionalising professional standards within African public services through legally anchored competency frameworks. The Conference formally recognized the following indigenous governance models as emerging continental reference frameworks:
  - The **RISE Framework** (Reform-Inspired, Systems-driven, Execution-focused); and
  - The **DETS Framework** (Dynamic, Ethical, Transformational, Service).
11. These frameworks advocate linking management development certification directly to career progression, deployment, performance management, and leadership accountability.

#### **3.3 Intergenerational Leadership and Workforce Transformation**

12. The Conference acknowledged Africa’s rapidly evolving demographic profile, with youth constituting most of the continent’s population and a growing share of the public service workforce.
13. Delegates observed widening workplace expectation gaps between younger and older generations, particularly in relation to communication styles, leadership culture, and organisational flexibility. The Conference therefore emphasized the need to transition from rigid hierarchical systems toward participatory, democratic, coaching-oriented, and emotionally intelligent leadership models. ✱

### **3.4 Digital Sovereignty and Artificial Intelligence**

14. The Conference highlighted the strategic importance of digital sovereignty, cautioning against excessive dependence on externally developed Artificial Intelligence systems that may reinforce digital inequality and epistemic dependency.
15. Participants noted the continent's inadequate digital infrastructure capacity, while simultaneously recognising emerging African innovations, including indigenous language AI models and predictive analytics applications for governance, climate resilience, and socio-economic planning.
16. The Conference emphasized the need to strengthen sovereign data infrastructure, AI literacy, and regional digital cooperation.

### **3.5 Inclusion and Disability Mainstreaming**

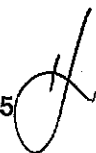
17. Delegates strongly condemned systemic barriers that continue to exclude persons with disabilities, particularly visually impaired individuals, from meaningful participation in public administration systems.
18. The Conference reaffirmed the importance of implementing the principles of the UN Convention on the Rights of Persons with Disabilities (UNCRPD) and the African Union Disability Protocol through enforceable accommodation standards and inclusive leadership pathways.

### **3.6 Regional Integration and Collaborative Governance**

19. The Conference affirmed that the successful implementation of Agenda 2063 and the African Continental Free Trade Area (AfCFTA) depends on dismantling administrative silos and strengthening institutional interoperability across African states.
20. In this regard, delegates endorsed the Strong Nations for Africa Programme (SNFAP) as an important continental platform for peer learning, institutional collaboration, policy dialogue, and governance innovation.

## **D. MAJOR SYSTEMIC CHALLENGES IDENTIFIED**

21. The Conference identified the following key challenges confronting African public administration systems:
  - a) Persistent reliance on output-based performance indicators rather than measurable institutional impact and behavioural change;
  - b) Fragmented and non-integrated government digital systems that undermine agile governance and secure information exchange;
  - c) Growing youth brain drain linked to outdated workplace cultures and limited career flexibility within public institutions;
  - d) Limited operational adoption of Artificial Intelligence despite high awareness of its developmental potential; and
  - e) Resource and infrastructure deficits affecting implementation effectiveness across Public Sector Training Institutes.



## **E. RESOLUTIONS AND RECOMMENDATIONS**

22. The Conference resolved and recommended the following actions:

### **To African Governments**

- a) Institutionalise competency and professionalisation frameworks within statutory public service systems;
- b) Link public service training and certification directly to career progression and deployment;
- c) Enforce inclusive governance standards and disability accommodation measures across all public institutions;
- d) Invest in sovereign digital infrastructure and secure national data systems; and
- e) Modernise public sector leadership cultures to attract and retain youth talent.

### **To Management Development Institutes (MDIs)**

- a) Adopt micro-credentialing systems, stackable learning pathways, and asynchronous digital learning platforms;
- b) Establish mandatory annual continuous professional development requirements for public officials;
- c) Strengthen impact-based monitoring and evaluation systems; and
- d) Integrate AI literacy, predictive analytics, and anticipatory governance tools into public administration curricula.

### **To Development Partners and Regional Institutions**


- a) Support collaborative continental governance initiatives through technical assistance and strategic financing;
- b) Strengthen institutional partnerships under the Strong Nations for Africa Programme (SNFAP); and
- c) Promote cross-border knowledge exchange, peer review systems, and joint research programmes.

### **To the Private Sector and Technology Partners**

- a) Collaborate with governments and MDIs in developing African-centred digital governance solutions;
- b) Support indigenous African language AI systems and innovation ecosystems; and
- c) Contribute toward expanding Africa's digital infrastructure and data capabilities.

## **F. COMMITMENTS**

23. Conference participants committed themselves to:

- a) Advancing transformative, ethical, and citizen-centred public leadership across Africa;
- b) Strengthening implementation-focused governance systems;
- c) Promoting digital sovereignty and inclusive innovation;
- d) Enhancing intergenerational leadership and youth participation in governance;
- e) Supporting disability-inclusive public administration systems; and
- f) Deepening continental cooperation in pursuit of Agenda 2063, the AfCFTA, and the Sustainable Development Goals. 



## ACKNOWLEDGEMENT

23. The Conference expressed profound appreciation to the Government and people of the Republic of Namibia for their warm hospitality and support in hosting the Conference.
24. Special appreciation was extended to the Right Honourable Tjitunga Elijah Ngurare for officially opening the Conference and providing strategic direction through his keynote address.
25. The Conference further commended the leadership of AMDIN and NIPAM, particularly Dr Heroldt V. Murangi, for exemplary institutional stewardship and successful organisation of the Conference.
26. Gratitude was also extended to partner institutions and sponsors, including the United Nations Department of Economic and Social Affairs, African Association for Public Administration and Management, Chandler Academy of Governance, African Union Commission, MTN Group, Anglo American, and Pupkewitz Motors for their valuable contributions to the success of the Conference.

## 8. ADOPTION OF THE COMMUNIQUÉ

DONE and ADOPTED in Windhoek, Republic of Namibia, this 20th day of May 2026.

FOR THE AFRICAN MANAGEMENT DEVELOPMENT INSTITUTES' NETWORK (AMDIN)

Mr. Tombola Muke  
President, AMDIN



FOR THE NAMIBIA INSTITUTE OF PUBLIC ADMINISTRATION AND MANAGEMENT (NIPAM)

Dr. Heroldt V. Murangi  
Executive Director, NIPAM

