



Republic of South Africa



UNIVERSITY *of the*
WESTERN CAPE

Conference Communiqué

The 41st AAPAM Round-Table Conference

Held on

06th – 09th December 2022

At

The University of the Western Cape
Cape Town, Republic of South Africa

AAPAM Partners



APRM

African Peer Review Mechanism



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INTRODUCTION

1. The African Association for Public Administration and Management (AAPAM) 41st Roundtable Conference was Co-hosted by the Government of South Africa through the **Department of Public Service and Administration** in partnership with the University of The Western Cape on 06 – 09 December 2022, City of Cape Town, Republic of South Africa.
2. The 41st Annual Roundtable Conference was held at the the University of the Western Cape under the theme:

Africa's Renewal in the Era of Sustainable Development: Shared Responsibility for Strengthening Institutions

3. The following sub-themes guided discussions at the conference:
 - a) South Africa's APRM 2nd Generation Country Review Report Highlights: Sharing of experiences, best practices and challenges.
 - b) The Centrality of Public Administration in the Evolving African Regional Integration Agenda
 - c) The Role of the African Peer Review Mechanism (APRM) in Accelerating Sustainable African Institutions through effective implementation of CEPA
 - d) Modelling Decentralized Governments and Institutions Towards Sustainable Development
 - e) Preparing Public Institutions for the 4th Industrial Revolution (4IR)
 - f) Strengthening Institutions: Experiences and Commitments from African Leadership to Accelerate Sustainable Development
 - g) Leveraging Research and Academia in Governance
 - h) Young Public Leaders Voices on the Africa We Want
 - i) Public Sector Capability Building Workshop on Leadership and Ethics
 - j) Launch of the OGP Platform Sharing of experiences, best practices and challenges among OGP members

- k) Public Service Innovation and Digital Transformation of Institutions as a Tool for the Achievement of Sustainable Development Goals
- l) Institutions as Enablers of Economic Empowerment for People Living With Disabilities, Women and the Youth
- m) Country Case Studies

ATTENDANCE AT THE CONFERENCE

4. Five Hundred and Fifty (550) delegates from Twenty-Five (25) Countries attended the Conference. Among the participants were:
- a) Ministers and Deputy Ministers
 - b) Heads of Public/Civil Services and Secretaries to Cabinet;
 - c) Permanent/Principal Secretaries, local elected officials and other high ranking Government Officials.
 - d) Chairpersons and Commissioners for Public Service Commission;
 - e) Heads of Management Development Institutes;
 - f) Development Partners;
 - g) Representatives of Statutory Institutions;
 - h) Scholars and researchers, practitioners,
 - i) AAPAM Young Professionals and other delegates of various standing.

5. Countries represented at the Roundtable included:

1. Belgium
 2. Benin
 3. Botswana
 4. Burundi
 5. Cameroon
 6. Egypt
 7. Eswatini
 1. Ethiopia
 2. Ghana
 3. Kenya

4. Liberia
 5. Malawi
 6. Mauritius
 7. Mozambique
 8. Namibia
 9. Nigeria
 10. Rwanda
 11. Sierra Leone

19. Singapore
 20. South Africa
 21. South Sudan
 22. Tanzania
 23. Uganda,
 24. Zambia
 25. Zimbabwe

6. Several AAPAM partner organizations graced the Roundtable Conference. Organizations that sent representatives and delivered messages of solidarity to the conference were:

- a) Prof. Shai Kgothatso – President South African Association for Public Administration and Management (SAAPAM)
- b) Dr. Steve Troupin-International Institute of Administrative Science (IIAS)
- c) Mr. Peter Mumba – President Association of African Public Services Commissions (AAPSCOMs)
- d) Mr. Kenneth Sim- Dean, Chandler Institute of Governance (CIG)
- e) Mr. Kevin Tchatcho- African Union Commission
- f) Prof. Eddy Maloka- CEO African Peer Review Mechanism (APRM)
- g) Juliet Adime Amoah- Country Director Emerging Public Leaders (EPL) Ghana
- h) Ms. Marcia Corner – National Forum for Black Public Administrators (NFBPA) (Video)

AAPAM AWARDS

7. AAPAM presented awards to the following winners:

7.1 Gold Medal- **Dr. John Mary Kauzya**- Uganda

7.2 Five finalist organizations received the Innovation Management Award (IMA). The winners were:

NAME OF PROJECT	DEPARTMENT /ORGANIZATION	COUNTRY	RANK
Yalla Super App Integrated with WiN Loyalty Program	Egypt Post	Egypt	1
Housing for all Egyptians	Social Housing and Mortgage Finance Fund	Egypt	2

Central Chronic Medication Dispensing and Distribution (CCMDD) Fondly call "dablap meds" shortcut to chronic meds	Ministry of Health South Africa	South Africa	3
E - CITIZEN	National Treasury	Kenya	4
Twining of Schools Programme	Gauteng Department of Education (GDE)	South Africa	5

GENERAL ASSEMBLY

AAPAM held its General Assembly where a new Executive Committee was elected. New office bearers are:

Position	Names	Affiliation	Country
President	Dr John Nakabago	Director Finance & Administration Secretary to Governing Council Uganda Management Institute, Uganda.	Uganda
Deputy President	Mr Dada Joseph Olugbenga	Director of Studies Administrative Staff College of Nigeria	Nigeria
Vice President North Africa	Prof. Saleh Elsheikh	President of the Central Agency for Organization & Administration (CAOA)	Egypt
Vice President West Africa	Dr Nicholas Francis Ayamga	Deputy Director Parliament of Ghana	Ghana
Vice President East Africa	Mr Ayoub Juma Kilabuka	Director of Corporate Services at Tax Revenue Appeals Board, Ministry of Finance and Planning, Tanzania	Tanzania
Vice President Central Africa	Mr Faustine Clovis		Cameroon
Vice President Southern Africa	Ms Yoliswa Makhasi	Director General: Department of Public Service and Administration	South Africa

8. AAPAM Young Professionals Network elected new office bearers as follows:

Position	Names	Affiliation	Country
President	Mr. Rajab Lukwago		Uganda
Deputy President	John Konuwa		Sierra Leone
Vice President Eastern Africa	Saidah Malingha		Uganda
Vice President West Africa	Ciata Stevens d'Almeida		Liberia
Vice President Central Africa			Cameroon
Vice President Southern Africa	Gcino Mlaba	Director General: African Peer Review Mechanism	South Africa
Secretary	Magafui Aji Nyatepa		Ghana

OFFICIAL OPENING

- The 41st AAPAM Roundtable Conference was officially declared open by **Mr Thulas Nxesi: Acting Minister for Public Service and Administration: Government of South Africa**. He conveyed gratitude to AAPAM for the honour bestowed on South Africa to host such a high profile and diverse delegation from all over Africa and the world. He invited delegates to feel home away from home, savour the traditional South African hospitality and engage in robust debates to emerge with impactful outcomes. He challenged delegates, most of whom are public servants, to pause and listen to their conscience when dispensing services to people and in all situations always to put people first.

CONFERENCE LOGICAL FRAMEWORK

- The Conference was organized in Eleven (11) Plenaries, Five (5) Specialised Parallel Sessions, and Four (4) Regional Chapters. Plenary Eight (8) was specifically dedicated to reflections on strategies for innovation in the public sector and discussions on Women, Youth, the marginalised and the physically challenged while Plenary Six (6) was dedicated to Public Service Innovation and Digital Transformation of Institutions as a Tool for the Achievement of Sustainable Development. Delegates were also treated to a welcome cocktail and an Innovative Management Award (IMA) dinner graciously hosted by the Government of Uganda and South Africa respectively.

11. The following networks met on the margins of the Roundtable Conference and held discussions on issues of specific and of particular interest to them. These were:
- a) Ministers, Public Secretaries/Heads of Public Services
 - b) African Public Service Human Resource Management Network (APS-HRMnet)
 - c) The Academia-Researchers
 - d) the AAPAM Young Professional Network (YPN),
 - e) Open Government Partnership (OGP) Session
12. In these forums information was exchanged, experiences shared and lessons learned. The APS-HRMnet held its Annual Meeting alongside conference. The AAPAM Executive Committee and Council also held meetings on the margins of the conference. The national and regional chapters too held their meetings.
13. Delegate had the occasion to familiarize with several innovative approaches to service delivery drawn from around Africa presenting an opportunity for replication.

INTERVENTIONS AND OBSERVATIONS

14. In recognition that the task of reforming public institutions is a complex and difficult enterprise involving fundamental changes in the 'rules of the game' which require long-term high-level commitment, detailed knowledge, and extensive support and assistance, **conference Reiterated THAT:**
- 14.1 Institution building is a multifaceted and intricate affair, one that must be rooted in national historical, political, social, cultural and economic contexts,
 - 14.2 Institution-building must also be rooted in political agreement because national ownership and leadership are key to the success of this project.
 - 14.3 Successful institution-building projects carry an important dimension of shared responsibility which in essence entails a need to break down silos, to broaden the democratic space for national and local governments, civil society and related actors to work together in the long term
15. In acknowledging the a foreclosure that the advent of the 4th industrial revolution portends significant social and economic opportunities and challenges which demand that governments respond appropriately in supporting the expected societal transformation.; **Conference Recognised and was alive to the fact that THAT:**

- 15.1 Africa is grappling with challenges in the adoption of digital transformation agendas to leverage the social and economic benefits of a digital-driven governance and service delivery, more importantly as relates to the objective of inclusivity.
- 15.2 Leveraging digital technologies to respond to the pandemic was literally out of necessity to survive as opposed to a desire to explore untapped technological innovation,
- 15.3 Digitalization is not only an 'instrument' to resolve sustainability challenges, but additionally, perhaps more importantly, it is a fundamental driver of disruptive change
- 15.4 The pandemic revealed opportunities to harness converging technologies to create an inclusive, human-centered future
- 15.5 There is therefore a need to promote the interaction of municipal officials and the community as the discontinuity of public participation has often occurred at this stage.
- 15.6 The outbreak of the Covid-19 in Africa 'exposed the fragile underbelly of the African administrative structures and its accumulated weaknesses and faults' with respect to public service delivery architecture
- 15.7 Poverty in the midst of resource abundance is a uniquely African experience which is a reflection of leadership failure that compels the need for decision makers to be attentive to the interests and preferences of key actors so as to fully comprehend the way organizational politics hinder or push forward organizational change.
- 15.8 For the emerging African regional integration agenda to succeed there is a need for a fit for purpose public administration at national level whose critical role is trade facilitation, which entails enhancing infrastructure and boosting productive and trade capacities, reducing transport costs, and addressing non-tariff barriers.
- 15.9 Transformed institutions eventually acquire acceptable levels of agility to develop strategies to empower women, youth, indigenous peoples, and persons with disabilities, the elderly and other marginalized groups in society.
- 15.10 Local governments often struggle to take action on sustainable development initiatives due to a number of constraints; chief among them; limited political and fiscal power, lack of access to development finance, low levels of institutional capacity, absence of robust multi-level government cooperation and integration.

RECOMMENDATIONS

16. In recognition that long-term national capacity development through institution-building, human resource development and confidence-building among the national actors, is key to achieving sustainable development, it has to be acknowledged that nurturing inclusive, transparent, effective and accountable institutions is not easy, but this is the cement that bonds states and citizens even though the journey, sometimes takes decades to accomplish: **Conference made the following recommendations:**

16.1 Human Resource managers should be vigilant in protecting their organizations from intolerant, unethical and illegal conduct by providing an alternative perspective.

16.2 There is need for political commitment; common objectives; inclusive policies that are coherent and integrated across sectors; a strong, just and non-discriminatory legal framework; appropriate institutional arrangements that facilitate civic engagement and broad-based participation but more importantly aspiration for and determination of vulnerable groups and individuals to improve their well-being.

16.3 Africa should leverage its youthful population as the greatest resource to accelerate 4IR adoption and capacity development

16.4 Governments should adapt practices and policies that are inclusive and respectful to avoid costly legal contestations as well as improve morale, performance, and deepen loyalty.

16.5 Governments should embrace co-production strategies for cost effective and responsive service delivery options in low income areas.

ACKNOWLEDGEMENTS

17. The Conference conveyed profound gratitude to all AAPAM's partners, especially Member States, and in particular the Government of South Africa, under the able Leadership of H.E President Cyril Ramaphosa for his country's generosity, commitment to and support for the Annual AAPAM Roundtable Conferences.

18. Delegates expressed their sincere appreciation to the National Organising Committee, proficiently led by Dr Patrick Sokhela and Prof Ile Isioma; in particular Staff and Management of the University of the Western Cape and generally the people of South Africa for their hospitality as well as outstanding hosting, courtesies that were seamlessly and efficiently organised for them.

19. Delegates thanked the AAPAM leadership and Secretariat as well as resource persons and rapporteurs for their dedication and commitment to making the 41st Round-table Conference an unqualified success.
20. Delegates were informed that the 42nd Roundtable Conference venue and theme will be advised in due course.