

AIDE MEMOIR



KINGDOM OF ESWATINI

MINISTRY OF PUBLIC SERVICE

AFRICAN ASSOCIATION FOR
PUBLIC ADMINISTRATION AND
MANAGEMENT (AAPAM)



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

44TH ANNUAL AAPAM ROUNDTABLE CONFERENCE

**Theme: "Agile Public Administration: Partnership
and Digital Transformation for Citizen-Centric
Service Delivery"**



**Venue: ESIBAYENI LODGE, MATSAPHA, KINGDOM OF
ESWATINI**

Date: 02 - 05 DECEMBER 2025

INTRODUCTION

1. In an era of rapid technological advancements, shifting citizen expectations, and complex socio-economic challenges, public institutions are increasingly compelled to embrace agility, responsiveness, and innovation. The 44th AAPAM Roundtable Conference, under the theme: **“Agile Public Administration: Partnership and Digital Transformation for Citizen-Centric Service Delivery,”** addresses this imperative by exploring how governments and public service entities can leverage digital tools and foster strategic collaborations to meet contemporary governance challenges.
2. This thematic focus responds directly to the evolving expectations of citizens who demand more personalized, efficient, and participatory governance. Through interactive dialogues, insightful presentations, and evidence-based discussions, the 44th AAPAM Roundtable Conference aims to equip public administrators and policymakers with actionable strategies, best practices, and innovative frameworks necessary for building resilient, agile, and citizen-responsive institutions, thus contributing substantively to sustainable development and improved governance outcomes across Africa.
3. Recognizing that digital transformation extends beyond mere technology adoption, the conference emphasizes a holistic integration of digital capabilities into governance processes, enhancing efficiency, transparency, and accountability. Concurrently, it underscores the significance of collaborative partnerships across sectors—engaging civil society, the private sector, academia, and international stakeholders—to enrich policy responsiveness, co-create innovative solutions, and effectively deliver citizen-centric services.

BACKGROUND TO THE 44TH ROUNDTABLE CONFERENCE

4. The 43rd Roundtable Conference (RTC) successfully convened 739 delegates from 21 countries, including senior government officials, policymakers, academics, and representatives from both public and private sectors. This diverse participation established a strong foundation for the forthcoming 44th RTC by underscoring key areas such as agile governance frameworks, digital transformation, and strategic partnerships. The conference prioritized addressing systemic challenges, including corruption, inefficient resource allocation, accountability deficits, and crisis management. The robust dialogue generated significant momentum among stakeholders, invigorating commitments to advance responsive governance and leverage digital transformation, effectively setting a comprehensive stage for the thematic discussions planned for the 44th RTC.
5. Building upon the impactful outcomes and insights of the 43rd RTC, the 44th Roundtable Conference aims to explore further the transformative role of digital solutions and the necessity for robust strategic partnerships across various sectors. Insights from the previous conference highlighted the urgency of aligning governance strategies with emerging global and regional dynamics, particularly regarding digital transformation and cross-sector collaborations. The 43rd RTC laid essential groundwork, providing clarity and direction for deeper exploration of responsive governance frameworks and digital advancements, inspiring stakeholders to advance these critical conversations and actions at the 44th RTC.

CONTEXTUAL ORIENTATION

6. In today's rapidly evolving governance landscape, public institutions must be agile, innovative, and responsive to effectively address dynamic societal challenges and rising citizen expectations. The theme for the 44th Roundtable Conference, **"Agile Public Administration: Partnership and Digital Transformation for Citizen-Centric Service Delivery,"** to reflect on the bureaucratic structures, consider interventions for better responsiveness such as the integration of advanced digital technologies and fostering meaningful partnerships across sectors.
7. Digital transformation is a powerful enabler for public service efficiency, transparency, and accountability, significantly reshaping interactions between governments and citizens. Simultaneously, the emphasis on collaborative partnerships underscores the importance of multi-stakeholder engagement, including civil society, private sector entities, academia, and international organizations. These elements facilitate innovative, inclusive, and effective governance solutions responsive to citizen needs.
8. The 44th RTC aims to deepen understanding and implementation of these critical governance frameworks, empowering stakeholders with practical strategies, best practices, and innovative solutions. The conference seeks to position African public institutions as proactive leaders in delivering responsive, citizen-centric governance by exploring the transformative potential of digital technologies and the strength derived from strategic collaborations.
9. Despite notable progress, governance challenges remain pervasive. Historical deficits in service delivery continue to impact education, health, water, and sanitation sectors. Deep-rooted inequities exacerbate vulnerabilities among marginalized populations, limiting their participation in governance and economic processes. The digital divide remains stark, hindering equitable access to essential digital services, particularly in rural and underserved communities. Governance inefficiencies impede sustainable development efforts, including corruption, limited accountability, and weak institutional frameworks. Moreover, the lack of institutional resilience compromises governments' ability to respond effectively to crises and adapt to long-term challenges, underscoring the need for a renewed emphasis on building robust, responsive, resilient governance structures.

OBJECTIVES OF THE ROUND-TABLE CONFERENCE

10. Building on the momentum and insights garnered from the 43rd AAPAM Roundtable Conference, the 44th edition aims to elevate further the discourse on responsive governance, strategic partnerships, and digital transformation within Africa's developmental aspirations and global commitments. The overarching objective is to convene experts from diverse disciplines and regions to engage in a rich exchange of ideas, strategies, and experiences, deepening the understanding of critical issues and fostering collaborative initiatives.
11. This 44th RTC platform will explore various dimensions of agile and governance responsiveness, policy effectiveness, digital innovation, and multi-sectoral partnerships, addressing the continent's persistent socio-economic and environmental challenges. The goal is to cultivate actionable insights, promote knowledge sharing, and generate recommendations to guide impactful policy formulation and catalyse transformative governance solutions.

12. Specifically, the objectives for the 44th Roundtable Conference are to:

- a) **Foster Cross-Sector Dialogue:** Facilitate dynamic exchanges among experts and stakeholders from government, academia, private sector, international agencies, and civil society to cultivate comprehensive perspectives on governance responsiveness and sustainable development.
- b) **Strengthen Strategic Partnerships:** Promote robust cooperation among sectors to pool resources, expertise, and innovative practices, enhance collaborative governance solutions, and achieve shared sustainable development goals.
- c) **Accelerate Digital Transformation:** Identify and promote innovative mechanisms for digital transformation within public institutions to enhance service delivery, transparency, citizen engagement, and administrative efficiency.
- d) **Address Governance Inequities:** Strategically target systemic governance inequities and historical service delivery deficits, formulating inclusive approaches and practical strategies for equitable development.
- e) **Enhance Institutional Agility and Resilience:** Conduct comprehensive analyses of public governance systems to propose actionable strategies that enhance institutional capacity to swiftly and effectively respond to current and future challenges.
- f) **Generate Consensus-Based Recommendations:** Synthesize conference discussions into concrete, consensus-based actionable recommendations and strategies that inform decision-making and policy formulation across governance levels, thereby supporting equitable, effective, and sustainable governance practices.

EXPECTED OUTCOMES

13. Following the conclusion of the 44th AAPAM Roundtable Conference, several significant outcomes are anticipated in alignment with the conference's objectives, contributing to the advancement of responsive governance, strategic partnerships, and digital transformation across Africa. These expected results will reflect the depth of discussions and the collaborative efforts of participants in addressing critical governance challenges and opportunities.

14. Key expected outcomes include:

- a) Improved awareness and adoption of best practices for agile governance and institutional resilience.
- b) Actionable recommendations for integrating citizen-centric approaches into governance systems developed.
- c) Strengthened collaboration frameworks and multi-sectoral partnerships to drive inclusive governance initiatives.
- d) Enhanced understanding of digital transformation practices and their role in responsive governance.
- e) Understanding of innovative digital tools and strategies for improving public service delivery identified and disseminated.
- f) Increased stakeholder capacity to utilize digital solutions for enhanced transparency and accountability.

- g) Ignite dialogue and networking among policymakers, academics, and private sector representatives are facilitated to sustain momentum for transformative governance.

FOR THE THEME AND SUB-THEMES

15. Picking off from the 43rd Conference, the theme for the 44th Roundtable Conference, "**Agile Public Administration: Partnership and Digital Transformation for Citizen-Centric Service Delivery**," is both timely and essential given the complex governance challenges confronting Africa today. The rapidly evolving socio-economic landscape increased technological advancements and heightened citizen expectations necessitate that public institutions adopt agile and innovative practices to enhance efficiency, effectiveness, and transparency.
16. Digital transformation presents significant opportunities to optimize governance processes, elevate citizen engagement, and strengthen accountability mechanisms. Simultaneously, fostering collaborative partnerships across diverse sectors—including public, private, civil society, and academic institutions—enables the harnessing of varied resources, expertise, and insights critical to addressing intricate societal issues comprehensively. Thus, this theme positions the 44th RTC as a pivotal forum for advancing the development of more responsive, accountable, and citizen-centric service delivery throughout Africa.
17. Furthermore, the ongoing global shifts towards digital ecosystems underscore African public institutions' need to engage with these transformations proactively to remain competitive and relevant. Institutions that successfully navigate this digital shift through effective partnerships and strategic innovations will significantly improve service delivery, strengthen democratic governance, and boost public trust. Hence, the theme provides a crucial framework for fostering sustainable governance practices essential for Africa's long-term development and stability.

THE 44TH ROUNDTABLE SUB-THEMES

18. Sub-themes for the 44th Conference are strategically designed to encapsulate the multifaceted and evolving challenges of governance and public administration in Africa, setting the groundwork for a series of enriching discussions and actionable insights at the conference.

a) Changing Mindsets: Responsive Governance for Africa We Want:

This sub-theme underscores the necessity of adaptive governance frameworks emphasizing responsiveness and proactive policymaking to meet the evolving needs of African populations. It promotes dynamic leadership, encouraging innovation and openness to change. Integral case studies from various countries will illustrate successful mindset shifts in governance practices, providing tangible examples for replication.

c) Governance and Partnership: Deepening Integration and Cooperation for Sustainable Development:

This sub-theme emphasizes enhancing regional integration through better policy coherence and effective partnership models. The sub-theme will highlight the role of strengthened public-private partnerships (PPPs) in driving sustainable infrastructure and socio-economic growth, supported by case studies demonstrating successful multi-stakeholder collaborations.

b) Debt Burden and Donor Fatigue: Navigating Economic Pressures:

Focused on the economic pressures impacting governance, this theme analyses the relationship between debt sustainability and public service delivery. The sub-theme explores strategies for mobilizing domestic resources and innovative financial mechanisms, complemented by practical case studies highlighting effective donor relationship management and sustainable financial planning.

d) Digital Technologies and AI Disruption: Harnessing Digital Transformation for Development:

Exploring digital and AI innovations, this sub-theme addresses both opportunities and challenges in digital governance. Discussions will include frameworks for cybersecurity, inclusive digital transformation, and citizen engagement, supported by case studies illustrating digital advancements in public service delivery.

e) Focus on CEPA Principles of Effective Governance: Effectiveness, Accountability, and Inclusivity: Centred on the UN's CEPA governance principles, this sub-theme highlights efforts to enhance institutional effectiveness, transparency, and inclusivity. Case studies will demonstrate practical governance improvements aligned with CEPA principles across Africa, showcasing measurable outcomes.

f) Leveraging the Demographic Dividend through Youth Empowerment: Recognizing Africa's youthful demographic, this sub-theme discusses policies to harness the demographic dividend. Strategies promoting education, employment, and entrepreneurship for youth will be highlighted, accompanied by case studies of impactful youth empowerment programs across the continent.

19. Collectively, the sub-themes for the 44th Conference provide a comprehensive framework for exploring and addressing Africa's contemporary governance challenges. Each sub-theme is interlinked, highlighting the interconnectedness of responsive governance, strategic partnerships, digital transformation, institutional agility, and youth empowerment. Through focused discussions, practical case studies, and shared experiences, these thematic areas are expected to foster innovative strategies and actionable recommendations that significantly advance governance effectiveness and sustainability across the continent.

CASE STUDY DEVELOPMENT GUIDE

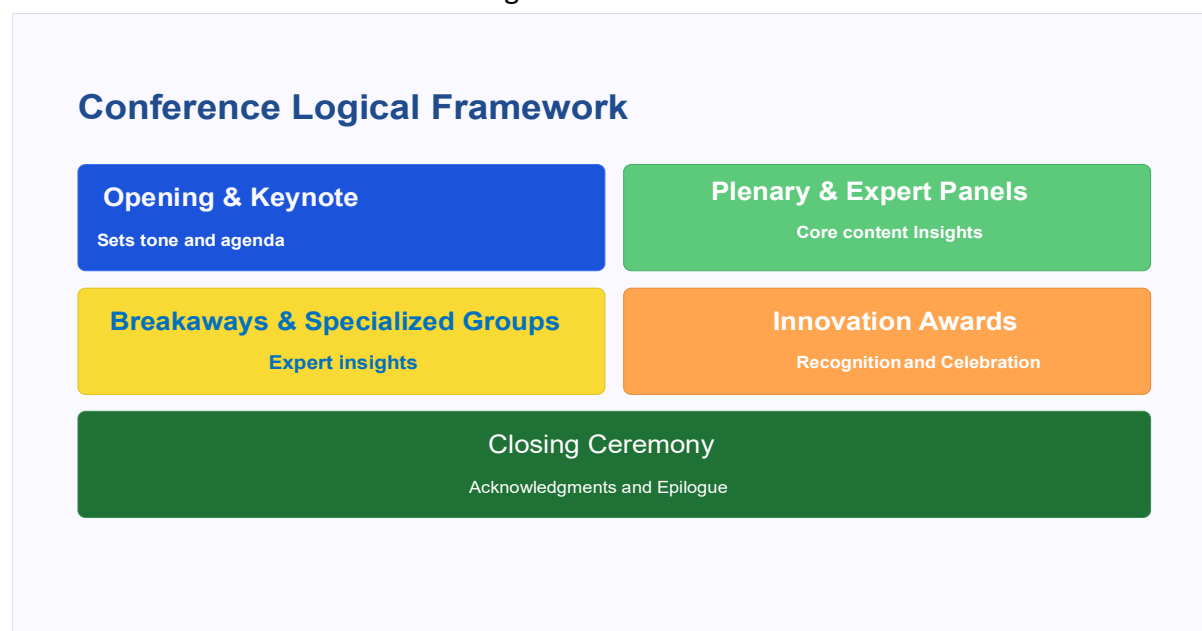
Case Study Guide: **Mental Health and Wellness – (Good Health and Well-Being) as a Driver of Responsive and Human-Centered Governance**

20. Mental health and wellness are increasingly recognized as critical for sustainable development and effective governance. This area of focus invites contributors to explore how prioritizing mental health within public institutions and broader governance systems contributes to more human-centered, empathetic, and responsive service delivery. The following analytical dimensions may guide case study submissions:

- a) **Policy Frameworks and Institutional Approaches:** Examine how governments and public institutions have integrated mental health strategies into governance policies, including national development plans, public service human resources frameworks, and social welfare programs.
- b) **Impact on Public Sector Productivity:** Assess the relationship between mental well-being and employee performance in the public sector. Explore how mental health interventions (e.g., workplace wellness programs, psychological support services) enhance public servant morale, reduce absenteeism, and improve service delivery.
- c) **Community-Based Mental Health Interventions:** Document innovative community-level initiatives that improve mental health outcomes while fostering trust and stronger citizen-government relationships.
- d) **Digital Solutions for Mental Health:** Investigate the role of digital platforms, mobile applications, or AI-based tools in expanding access to mental health care and promoting well-being in under-resourced or remote settings.
- e) **Collaborative Partnerships:** Highlight successful partnerships between government agencies, NGOs, mental health professionals, and private sector actors in scaling mental health programs.
- f) **Gender, Youth, and Vulnerable Populations:** Analyse how mental health governance responds to the unique needs of women, youth, and marginalized communities, and its implications for inclusive and equitable public service.
- g) **Measuring Impact:** Consider the indicators used to assess the effectiveness of mental health initiatives within governance systems and how they contribute to broader governance outcomes such as citizen satisfaction, trust, and civic participation.

THE LOGICAL FRAMEWORK OF THE 44TH ROUNDTABLE CONFERENCE

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



KEY PARTNERS AND STAKEHOLDERS

22. Besides government representatives, individuals, and non-state entities, AAPAM places significant importance on the participation of partner organizations. During the 43rd Roundtable Conference, the event was honoured by the presence of the following partnering institutions:

- a) The International Institute of Administrative Sciences
- b) The African Cabinet Government Network (ACGN)
- 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) African Union Commission (AUC)
- h) Institute of Governance
- i) Uganda Management Institute
- j) Emerging Public Leaders
- k) General Personal Council, Palestine



Conference Delegates

Roundtable attendees represent diverse leadership across African governance:



Government Officials

Ministers from national, provincial, local levels



Sector Leaders

Senior representatives from public and private organizations



International Partners

Development agencies, multilateral organizations, global experts



Community Voices

Civil society leaders, academics, young professionals

CONTENT FOR THE CONFERENCE

23. 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:

Paper Submission Timeline



1

Abstract

Due by 15th July 2025

2

Draft Paper

Due by 15th August 2025

3

Full Paper

Due by 15th September 2025

WORKING LANGUAGES

24. The working languages shall be **ENGLISH**, **FRENCH**, and **ARABIC**.

REGISTRATION AND PARTICIPATION FEES

25. All participants are expected to register online:

[http://www.aapam.org/conferences-and-events/event-](http://www.aapam.org/conferences-and-events/event-calendar#id=109&cid=1076&wid=701)


[calendar#id=109&cid=1076&wid=701](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\$ 500.00
b) Participants from Other Countries	USD\$ 600.00
c) Persons with Disabilities	USD\$ 400.00
d) Spouse	USD\$ 300.00
e) Student	USD\$ 200.00


26. Registration fees are due during registration or can be paid at the conference venue.

Nevertheless, it is recommended that Delegates make their payments in advance (preferably 3 weeks before the conference date), with the option to utilize bank transfer to the AAPAM Account, the details of which are provided below.


AAPAM Banking Details - KCB Milimani Branch

**Account Information**
A/C FCY 1103297694 at
Kenya Commercial Bank

**Branch Location**
Milimani Branch,
P.O Box 69695,
Nairobi

**Contact Details**
Tel: 254 20 2719433
2719434
Fax: 254 20 2729942

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AAPAM MPESA PAYBILL NO: 4035177

Account: Your Name

27. 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), Lilangeni Currency (SZL) and South African Rand (ZAR). 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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