



**UGANDA ASSOCIATION FOR
PUBLIC ADMINISTRATION AND
MANAGEMENT (UAPAM)**

Strategic Plan

2023 - 2027

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LIST OF ABBREVIATIONS

AAPAM	African Association of Public Administration and Management
AAU	Association of Administrators in Uganda
ACSC	Anti-Corruption Study Centre
AGM	Annual General Meeting
Bn	Billion
CSR	Corporate Social Responsibility
EAC	East African Community
HR-Net	Human Resource Network
ICT	Information and Communication Technology
LGs	Local Governments
M&E	Monitoring and Evaluation
MDA	Ministries Departments and Agencies
NDP	National Development Plan
RTC	Round Table Conference

SWOT	Strengths Weakneses, Opportunities and Threats
UAPAM	Uganda Association of Public Administration and Management
UGX	Uganda Shillings
YP	Young Proffesionals

FOREWORD

Mrs Lucy Nakyobe Mbonye

President, UAPAM

ACKNOWLEDGEMENT

The Uganda Association of Public Administration and Management (UAPAM) Strategic Plan for the period 2023=2027 is aligned to the AAPAM Strategic Plan. It is built on five pillars including; (i) Transformation; (ii) Research and Innovation; (iii) Financial Sustainability; (iv) Visibility and (v) Support Structures, Systems and Services, which we believe will support respective members and organisations better their performance and contribution to society and country at large. This Strategic Plan is a result of contributions from various actors without whose efforts and thoughts it would not have been developed.

This strategic plan seeks to transform the Association from a voluntary organization to a centre of excellence of for public administration and management proffesional in Uganda. The ultimate goal of this particular strategic plan focuses on our mandate and clarity of our vision, " To be the leading professional Association of Public Administrators and Managers in Uganda ". In line with the AAPAM Strategic direction, UAPAM prioritises proffesionalisation of the public administration and managemnt proffesional, promoting visibility and membership as well as awareness of other key players in the rest of the public, private and NGO sectors.

I acknowledge the UAPAM Executive for the tremendous input through various consultative processes during this development of this Strategic Plan. Their efforts towards the strategic plan development are not only commendable, but also make it a document produced and owned by all of us. Special thanks go to the Strategic Plan Formulation Team that coordinated all the activities and drafted this Strategic Plan in the prescribed time. The Team comprised: Assoc. Professor Gerald K. Karyeija (UMI), Mr. Nicholas Kizza Bazanye (UMI), Ms. Aidah Kemigisha (MoJCA), Dr. Tom Wanyakala

(UMI) and Ms. Pamela Ashely Nansubuga (MoEMD). They did an invaluable job with dedication and enthusiasm.

Lastly, we look forward to the five years which we believe, will be one of the most exciting periods for UAPAM as we embrace transformation of the Association from a voluntary organization to a centre of excellence for public administration and management professional in Uganda.

Pius Bigirimana, PhD

Vice

President,

UAPAM

1.0 INTRODUCTION

Uganda Association of Public Administration and Management (UAPAM) is a National professional organization that promotes best practice, excellence and professionalism in public administration and management in Uganda through; research, publications, training, seminars, conferences, consultancy and awards. UAPAM is a National chapter of the African Association of Public Administration and Management (AAPAM). The Uganda Association of Public Administration and Management (UAPAM) Strategic Plan is for the period 2023 - 2027. The strategic plan is aligned to the AAPAM Strategy and the EAC community Strategy which focuses on identifying policy measures and instruments required to facilitate the formulation of plausible vision for the Eastern Africa region. The Strategic Plan is also aligned to the African Union agenda which is to build “an integrated, prosperous and peaceful Africa, driven and managed by its own citizen and representing a dynamic force in the international arena”. The UAPAM Strategic Plan anticipates to contribute towards achievement of Public Sector Transformation programme of the National Development Plan III. UAPAM views strategic planning as a dynamic process influenced by the environment and the organizational climate. The forces in the internal functioning of the association and the environment necessitate re-planning and re-organization that can only be realized through a comprehensive association wide planning expressed by strategic analysis, strategic choice guiding the strategic implementation.

Specifically, the strategic planning process seeks to develop a five-year strategic plan that would provide strategic guidance and direction for the period 2023 -2027 based on UAPAM vision, mission and its objectives.

1.1 BACKGROUND OF UAPAM

In 1971, this network of Heads of Civil Service decided to formalize their assembly giving birth to African Association for Public Administration and Management (AAPAM). The Association was inaugurated by the President of Sierra Leone, the late Dr. Siaka Stevens and had, as its first President, Kenya Cabinet Minister the late Dr. Robert Ouko. AAPAM is governed through the General Assembly, Executive Committee, Council and Secretariat.

To effectively implement AAPAM activities across the continent, National chapters were initiated, promoted and strengthened over the period. As the Ugandan Chapter of AAPAM, UAPAM is charged with the responsibility of ensuring that all activities related to AAPAM are effectively implemented within the chapter. The Secretariat of UAPAM is at Uganda Management Institute. The President of the National Chapter, Lucy Nakyobe Mbonye (Mrs) was installed on the October 14,2022 at Uganda Management Institute who replaced the long serving president of UAPAM the Late Dr. John Mitala. During the installation ceremony, the President of the local Chapter received instruments of office.

1.2 MANDATE OF UAPAM

UAPAM is to professionalise Public Administration and Management practice in Uganda as provided for in UAPAM constitution.

1.3 UAPAM STRUCTURE

UAPAM leadership is vested in the Executive Committee of 15 members. The positions and elections are based on the UAPAM constitution approved by the AGM on November, 2023.

The UAPAM Executive Committee is composed of the following : -

1. President
2. Vice President
3. Secretary General
4. Vice Secretary
5. Treasurer
6. Vice Treasurer
7. MDI representative to AAPAM Council
8. Five Corporate members
9. Three Committee members (Representing Affiliate AAU, YP, HR-Net)

1.4 UAPAM Membership

UAPAM membership includes MDAs, Local Governments, private sector, civil society, practitioners, academicians and young professionals. AAPAM operates mainly but not exclusively in Uganda.

1.5 Achievements of the Association

The key achievements registered included;

- I. UAPAM actively participated in four (4) round table conferences for AAPAM under the following themes;
 - a. The 38th Round Table Conference (RTC) was held in El Jadida, Morocco under the theme: A Transformed Leadership: Managing National Resources to achieve the objectives of Africa Agenda 2063 and Sustainable Development Goals.
 - b. The 39th RTC was held in Gaborone, Botswana under the theme: Innovation, resourcefulness, integration and inclusivity; fundamentals for the transformation of Governance and Public Administration in Africa to achieve the Agenda 2063 and Sustainable Development Goals.
 - c. The 40th RTC was held in Gaborone, Botswana under the theme: Transforming Institutions in Africa for Sustainable Development.

- d. The 41st RTC was held at the University of Western Cape, Cape Town, South Africa under the theme: Africa's Renewal in the Era of Sustainable Development: Shared Responsibility for Strengthening Institutions.
- II. UAPAM, in collaboration with the Uganda Management Institute's Anti-Corruption Study Centre (ACSC) organized a one-day pro-bono training for all the Senior Civil Servants at UMI. The training attracted civil servants from several MDAs ranging from Officer Level to Principal Officers.
- III. UAPAM in collaboration with its Institutional members have signed two MoUs with the Government of the Republic of South Sudan to support in capacity building initiatives for the Public Service.

1.6 Rationale for the new Strategic Plan (2023 - 2027)

Following from the guidance by the UAPAM President at the inaugural meeting, to have a strategic plan aligned to the one of AAPAM. The National chapter embarked on the development process of the new strategic plan running from 2023 - 2028. The new strategic plan seeks to expound and consolidate the previous achievements and guarantee growth and development of UAPAM.

1.7 Strategic Direction

To transform the Association from a voluntary organization to a centre of excellence of for public administration and management professional in Uganda.

1.8 Vision

To be the leading professional Association of Public Administrators and Managers in Uganda.

1.9 Mission

To uphold professionalism and values of Public Administrators and Managers in Uganda.

1.10 Strategic Objectives

The strategic objectives include;

1. Develop and promote professional standards for public administrators and managers in Uganda;

2. Promote continuous competence-based research and innovation in public administration and management;
3. To promote awareness and visibility of UAPAM;
4. Promote the Association's financial sustainability; and
5. Strengthen support structures to effectively and efficiently deliver UAPAM services.

1.11 Core Values

The Association embraces the following core values which continue to reflect her mission, and guide our decisions, actions and provision of services :

1. Integrity;
2. Transparency
3. Responsiveness;
4. Independence
5. Innovation and creativity

2.0 Strategic Positioning

Professional development remains one of UAPAM's core activities. To remain relevant, we must continue to upgrade our skills to manage new challenges to learn and harness new opportunities. By consistently offering fresh and cutting-edge opportunities for learning, UAPAM aims to ensure that the public administration profession continues to grow, and that the practitioner sustains their position in our increasingly volatile and complex landscape. The Association recognises that technological advances have broadened the scope for learning possibilities.

As the Association grows, there is need to continuously upgrade its strategic direction. Noting that this plan is therefore timely in continuing our roadmap to growth. It is also informed by the continental and regional developmental blue prints like the African union Agenda 2063, Sustainable Development Goals (SDGs) and the EAC Strategy. The strategic direction for the new plan 2023 - 2027 seeks **to transform the Association from a voluntary organization to a centre of excellence Union for public administration and management in Uganda.**

2.1 Strategic actions under each objective

Objective 1: Develop and promote professional standards and guidelines for public administrators and managers in Uganda

The strategic actions under this objective include;

- i. Develop and implement programming that is relevant to young professionals and public administration students, and encourage mentorship opportunities with more seasoned professionals;
- ii. Promote ethical governance practices and accountability in Public Administration
- iii. Promote ethical standards, integrity, and professionalism in Public Administration

Objective 2: Promote continuous competence-based research and innovation in public administration and management

The strategic actions under this objective include;

- i. Foster research and publications in the field of public administration and management
- ii. Provide capacity-building and mentoring programs to emerging public administrators and managers
- iii. Host local & international conferences and research seminars
- iv. Provide members with tools - such as catalogs of best practices, dashboards and practical research - to better articulate the value of public administration at the local level.

Objective 3: To enhance the awareness and visibility of the public administration professional and public administration practice

The strategic actions under this objective include;

- i. Develop local and International collaboration and partnerships
- ii. Promote Association's visibility
- iii. Enhance reward and recognition of outstanding achievers
- iv. Enhance marketing of UAPAM & its services

Objective 4: Promote the Association's competitiveness and sustainability

The strategic actions under this objective include;

- i. Foster effective and efficient use of resources
- ii. Enforce transparency and accountability
- iii. Enhance resource mobilization initiatives

Objective 5: Strengthen support structures to effectively and efficiently deliver UAPAM services.

The strategic actions under this pillar include;

- i. Enhance Governance at UAPAM
- ii. Attract and retain high quality staff
- iii. Enhance uptake of ICT in delivery of UAPAM Services
- iv. Strengthen M&E, Audit and Procurement systems

3.0 Environmental Scan

3.1 SWOT Analysis

The section presents an analysis of the environment in which the UAPAM operates using the SWOT Analysis as per Table below:

Table: SWOT Analysis

Internal Environment	Strategies
<p>Strengths:</p> <ul style="list-style-type: none"> • Best good practice • Governance structure in place and operation • Good working relationship with Government • Capacity to respond to urgent issues • Good networking with Nationally and Internationally • Voluntarism spirit • Member commitment • Extensive working relationship MDGs • Member engagement 	<ul style="list-style-type: none"> • Balance your priorities. • Develop Information Management • Conduct stakeholder sensitization initiatives • Develop and operationalize Rules to the Act. • Ensure robust member engagement and dialogue via digital, online or social media • Host networking events to convene like-minded members to facilitate dialogue and exchange of ideas on immediate and long-term issues concerning the chapter

<p>Weaknesses :</p> <ul style="list-style-type: none"> • Insufficient resources • Absence of resource mobilisation strategy • Poor coordination due to insufficient office equipments • Low revenue streams • Absence of Staff to support coordination 	<ul style="list-style-type: none"> • Foster strong member relations to stabilize and grow income from membership fees - the largest contributor to revenue • Widen scope of revenue streams. • Pursue program sponsorships and annual partnerships to diversify revenue • Tailor networking and professional development platforms for specific interest groups and membership segments • Facilitate collaborations, via the committees.
<p>External Environment</p>	<p>Strategies</p>
<p>Opportunities:</p> <ul style="list-style-type: none"> • Attracting Younger Association Members • Capacity building through sharing of experience and information • Supportive legal and policy framework • Supportive Government structures 	<ul style="list-style-type: none"> • Identify strategic alternatives • Succession planning. • Develop and Implement a Change Management Policy • Capacity building.
<p>Threats:</p> <ul style="list-style-type: none"> • High expectations of member organisations • Limited resources and limited funding • Potential change in Government Policy • Key stakeholders changing priorities • Regulatory challenges presented by innovations such as digital payments • No control over the timeliness and reliability of Information from external sources • Competing needs may affect budget allocation 	<ul style="list-style-type: none"> • Closely monitor changes to policy and regulations and proactively identify advocacy measures • Implement cooperation framework • Continuously assess stakeholders and come up with plans to engage them. • Proactively engage stakeholders, appealing to their sense of self interest and self-preservation.

3.2 Funding Strategy

The Association recognises the critical need to establish a clear and coherent funding

plan for the future. Such a plan must not only put UAPAM in a better position to finance this strategic plan but also build its long term sustainability as a leading professional Association of Public Administrators and Managers in Uganda.

3.3 Projected funding sources/strategies

Table: Revenue Sources and Projections

Revenue Sources	Projections 2023 - 2027				
	2023 (UGX bn)	2024 (UGX bn)	2025 (UGX bn)	2026 (UGX bn)	2027 (UGX bn)
Membership Fees					
Grants and Donations					
Total					

3.4 Summary Estimated Expenditure for this Strategic Plan

Table : Projected Expenditure by Strategic Objective

Expenditure projections	Projections 2023 - 2027				
	2023 (UGX bn)	2024 (UGX bn)	2025 (UGX bn)	2026 (UGX bn)	2027 (UGX bn)
Objective One					
Objective Two					
Objective Three					
Objective Four					
Objective Five					
Total					

3.5 Strategic Plan Implementation Arrangements

The Executive Committee will undertake the following implementation arrangements for this Strategic Plan;

- a) Review and/or develop policies and guidelines that will facilitate effective and efficient implementation, on a continuous process;
- b) Develop the performance management systems aimed at achieving the new strategic plan objectives;

- c) Ensure that planning, budgeting, and decision making processes are aimed at facilitating the implementation of new strategic plan;
- d) Communicate the Strategic Plan to key stakeholders.

These assumptions are critical to the success of this strategic plan. By implementing these aspects, the Executive committee will ensure that all the Association's systems, processes and structures support the implementation of the new strategic plan for successful operationalisation

3.6 MONITORING AND EVALUATION

Monitoring and Evaluation will be one of the core institutional and programmatic functions of UAPAM. The Association will design and implement a user friendly monitoring and evaluation to track progress and document experience for institutional learning. An important tool for monitoring and evaluation needs to be attached.

A Monitoring and Evaluation (M&E) Framework will be developed and will be used to continuously measure the performance of the Chapter. The M&E framework will identify routine indicators that will be monitored and used together with the Impact Evaluation Framework to measure impact of the Chapter activities to meet its overall mandate.

3.7 RISK ANALYSIS

The UAPAM Strategic Plan 2023 - 2027 has adopted the risk management approach that is consistent with the Uganda Risk Management Strategy 2014 whose main objective is to facilitate the integration of risk management into National development planning, strategy formulation, annual planning and in all systems and processes.

AAPAM must employ sound enterprise risk management principles, transparent decision-making, and effective communication to prioritize risk. The Association will put in place mechanism including a policy and framework for risk identification, monitoring and evaluation to implement the strategic plan. The Secretariat will integrate risk management in all operations and processes of the Association. The implementation progress shall be monitored and evaluated bi-annual and annual reviews.

4.0 Results Framework

Strategic Actions	Performance Indicator	5-Year target	Implementation Period					MoVs	Responsible Person
			2023	2024	2025	2026	2027		
SO 1: Develop and promote professional standards for public administrators and managers in Uganda									
Promote ethical governance practices and accountability in public administration	A regularisation framework developed	1	1					Reports	Executive
	Percentage operationalisation of the regularisation framework	100%	30%	70%	80%	90%	100%	Reports	Executive
Promote ethical standards, integrity, and professionalism in public administration	Number of advocacy programmes held	2 per year	2	2	2	2	2	Reports	
	Number of benchmarking initiatives on best practices participated in	1 per year	0	1	1	1	1	Periodic reports	
Develop and implement programmes relevant to young professionals and public administration students, and encourage mentorship opportunities with	Number of programmes developed and implemented	1 per year	1	1	1	1	1	Reports	Secrétariat
	Number of participants attending the programmes	150 per year	150	150	150	150	150	Training reports	Secrétariat

Strategic Actions	Performance Indicator	5-Year target	Implémentation Period					MoVs	Responsible Person
			2023	2024	2025	2026	2027		
more seasoned professionals;									
SO 2: Promote continuous competence-based research and innovation in public administration and management									
Foster research and publications in the field of public administration and management	Number research papers published	4 per year	4	4	4	4	4	Research outputs	Secrétariat
	Proportion of research outputs recommended for implementation	25%	0%	5%	10%	20%	25%		
Provide capacity-building and mentoring programs to emerging public administrators and managers	Number of mentoring programmes held	1 per year	1	1	1	1	1	Reports	Secrétariat
	Number of participants attending the programmes	150 per year	150	150	150	150	150	Training reports	Secrétariat
Host local & international conferences and research seminars	No. of International Conferences hosted	2 conferences	0	1	0	1		Reports	Secrétariat
	No. of Local and international conferences and seminars co-hosted								
SO 3: To enhance the awareness and visibility of the public administration professional and public administration practice									
Develop local and International collaboration and partnerships	Number of local collaborations established								
	Number of international								

Strategic Actions	Performance Indicator	5-Year target	Implémentation Period					MoVs	Responsible Person
			2023	2024	2025	2026	2027		
	collaborations established								
Promote Association visibility	Percentage of MDAs and LGs and Private Sector engaged to support Staff to attend trainings in leadership and management	50%	0	10%	20%	30%	50%	Reports	Secretariat
	Number of CSR activities participated in	4 per year	4	4	4	4	4	Periodic reports	Executive
Enhance reward and recognition of outstanding achievers	Organize UAPAM awards	1 per year	1	1	1	1	1	Periodic reports	Executive
Enhance marketing of UAPAM & its services	Develop and implement a marketing plan	1	1					Minutes	Secretariat
	Membership growth rate	60%	10%	20%	30%	40%	60%	Reports	Secretariat
SO 4: Promote the Association's financial sustainability									
Foster effective and efficient use of resources	Compliance to clear financial management policies	100%	100%	100%	100%	100%	100%	Reports	Secretariat
Enforce transparency and accountability	Number of timely Financial Periodic reports presented	4 per year	4	4	4	4	4	Financial Reports	Secretariat
	Opinion of the Auditor	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified	Audit Report	Secretariat

Strategic Actions	Performance Indicator	5-Year target	Implémentation Period					MoVs	Responsible Person
			2023	2024	2025	2026	2027		
Enhance resource mobilization initiatives	Develop and operationalise a resource mobilisation strategy								
	Revenue growth rate	10%	2%	2%	2%	2%	2%	Reports	Secretariat
SO 5: Strengthen support structures to effectively and efficiently deliver UAPAM services									
Enhance Governance at UAPAM	Percentage of Executive decisions implemented	80%	80%	80%	80%	80%	80%	Minutes	Executive
	Number of Executive Committee meetings held	4 per year	4	4	4	4	4	Minutes	Executive
	Number of AGMs held	1 per year	1	1	1	1	1	Reports	Executive
	Number of capacity building trainings held for the Executive	1 per year	1	1	1	1	1	Training Reports	Executive
Attract and retain high quality staff	Review and operationalise the Association organizational structure	100%	100%						
	Staffing levels	100%	100%	100%	100%	100%	100%	Reports	
	Number of capacity building held for staff	1 per year	1	1	1	1	1	Training reports	Secretariat
Enhance uptake of ICT in delivery	Develop an interactive website	1	0	1					

Strategic Actions	Performance Indicator	5-Year target	Implementation Period					MoVs	Responsible Person
			2023	2024	2025	2026	2027		
of UAPAM Services	for UAPAM Percentage of Association operations and processes automated	40%	0	10%	20%	30%	40%	Reports	Secretariat
Strengthen M&E, Audit and Procurement systems	Number of timely reporting of M&E results	2 per year	2	2	2	2	2	Reports	Secretariat
	Percentage of Association procurement plan executed	100%	100%	100%	100%	100%	100%	Reports	Secretariat
	Percentage of agreed upon Audit recommendations implemented	80%	80%	80%	80%	80%	80%	Reports	Secretariat