THE FIRST CONFERENCE FOR SCHOOLS OF GOVERNMENT IN AFRICA

Rapporteur Report

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ABBREVIATIONS AND ACRONYMS

ASG: Africa Schools of government

AU: African Union

CEOs: Chief Executive Officers

COS: Chief of Staff

CS: Cabinet Secretary

DG: Director General

ENA: Ecole National d'Administration

GA: Government Agencies

HRM: Human Resource Management

HOPS: Head of Public Service

KSG: Kenya School of Government

MDIs: Management Development Institutes

MSG: Malawi School of Government

PDA: Policy dialogue and Advocacy

PS: Principal Secretary

PSC: Public Service Commission

SCAC: State Corporations Advisory Committee

SMPA: School of Management and Public Administration, Somalia

WOGA: Whole of Government Approach

ZFA: Zero Fault Audit

EXECUTIVE SUMMARY

The Kenya School of Government organized the first Conference for Schools of government themed "**Advancing Africa's Public Service Excellence: United in Pursuit to Realize Capable Institutions and Transformed Leadership**" at the KSG Mombasa campus between October, 22nd-25th 2024. The main components covered were: Advancing & Strengthening Regional MDIs; Transformed Public Service Leadership, and Building Resilient and Responsive Public Institutions. The overall objective of the Conference was to elucidate the barriers to transformation in service delivery in the wake of continued capacity development by MDIs. Specifically, the Conference aimed to examine mechanisms of advancing the transformative agenda of the MDIs/ Schools of government in Africa; and, to consider a unified African Approach in pursuit of excellence in Public Institutions and Leadership.

The conference reflected on the need to have a unified approach to capacity building in Africa, highlighting the imperative to comprehend the current state of MDIs/ Schools of government and embrace best practices in enhancing capacity building of public service. Further, the conference provided a platform for delegates to discuss strategies for overcoming challenges and barriers encountered by MDIs/ Schools of government in realization of their mandates. The conference also underscored the need for collaboration and linkages and recommended peer-to-peer learning as a strategy for enhancing MDIs/Schools of government capacity to deliver on their mandates.

The methodology adopted in the conference entailed: Keynote address; country level experience sharing, comparable practices on capacity building and plenary discussions. The three day conference converged over a hundred delegates representing eleven African countries, namely: Democratic Republic of Congo, Republic of Ghana, Republic of Kenya, Republic of Malawi, the Kingdom of Morocco, Republic of Mozambique, Sierra Leone, Federal Republic of Somalia, Republic of South Africa, the United Republic of Tanzania (Zanzibar) and the Republic of Zimbabwe. Beyond Africa, the Conference was also graced to have representation from Europe-Estonia. The conference also included an excursion to Mombasa County on the fourth day.

By the end of the inaugural conference, there was clear appreciation by the delegates of the imperative of MDIs/ schools of government to embrace best practices to enhance the capacity building of the public service and that of the facilitators themselves, with peer-to-peer learning as a strategy of enhancing MDIs/schools of government capacity to deliver on their mandates, noting that **Africa's best days lie ahead.**

A. INTRODUCTION

1.0 Background

The Kenya School of Government organized the 2024 Conference for Schools of government themed "**Advancing Africa's Public Service Excellence: United in Pursuit to Realize Capable Institutions and Transformed Leadership"** at the KSG Mombasa campus between October, 22nd -25, Th 2024. AU Agenda 2063 calls for a holistic African approach to capacity building. To realize the Agenda, African governments will be required to set aside resources to respond to policy initiatives and capacity building needs. Public institutions in Africa inherently suffer from bureaucratic set ups that are not responsive to citizens' needs. In so doing, the governments will take the lead in long term national capacity building of their respective public services. Today, many MDIs and schools of government in Africa experience considerable constraints. They vary from the complexities and scope of capacity development needs, national reform agenda, uncoordinated and fragmented approaches to capacity building including duplication of efforts and resources between various stakeholders within and outside the countries.

Resultantly, public services continue to experience capacity building gaps in policy development, leadership, management, public service values, ethics and practices. Additionally, MDIs and schools of government are expected to carry out research to inform policy gaps and evidence-based capacity building programs. However, due to limited resource allocations, many are unable to perform these roles and fall short of realizing their mandates. In the light of the foregoing, there is need for a regional model of an MDI/ school of government with a holistic approach to capacity building that seeks to realize the vision of the AU and drive the continental strategic long-term capacity building objectives and goals.

1.1 Objectives of the Conference

The overall objective of the conference was to elucidate the barriers to transformation in service delivery, in the wake of continued capacity development by MDIs. Specifically, the conference sought to:

i. Examine mechanisms of advancing the transformative agenda of the MDIs/ schools of government in Africa;

ii. Consider a unified African approach in pursuit of excellence in public institutions and leadership

1.2 Outcomes of the Conference

At the conclusion of the conference, the outcomes of the Africa Schools of government Conference were:

1. A unified approach to capacity building in Africa;
2. Enhanced understanding of current state of MDIs/ schools of government in Africa;
3. Strategies discussed for overcoming challenges and barriers encountered by MDIs/ schools of government in realization of their mandates;

4. Proposed best practices by MDIs/Schools of government to enhance the capacity building of public service;

5. Enhanced collaboration and linkages amongst African MDIs/ schools of government; and

6. Peer-to-Peer learning as a strategy of enhancing MDIs/schools of government capacity to deliver on their mandates

B. DISCUSSED SUB THEMES AND METHODOLOGY

2.0 Discussed Sub Themes and content

The Conference Program covered three sub-themes listed below:

Table 1: Discussed sub themes and content

Sub Theme1	**Advancing & Strengthening Regional MDIs**
	a) Role of MDIs/Schools of government in developing the Capacity of Public Servants:
	b) Role of MDIs/Schools of government a Government think-tank: Experience Sharing: Policy-oriented, problem-solving and policy advice to Government
	c) Leveraging the power of collaboration in Public Sector Capacity Development
Sub Theme 2	**Transformed Public Service Leadership**
	a) Public Service of the Future: Role of MDIs/ Schools of government in responding to emerging issues
	b) Ethical Rectitude and Leadership in the Public Service
	c) Mainstreaming Public Sector Productivity
Sub Theme 3	**Building Resilient and Responsive Public Institutions**
	☐ Case studies on the contribution of MDIs
	☐ China National Academy of Governance (CNAG)
	☐ Institut National de service Public (INSP), France formerly known as Ecole National d'Administration (ENA)
	☐ United Nations Department of Economic and Social Affairs (UN DESA)
	☐ Two (2) African Regional MDIs
Day 4	**Excursion and Experiential Learning Indoor/ Outdoor**

2.1 Methodology

The conference program was andragogic and the delivery methodology adopted by the facilitators promoted the active participation of the participants. Specifically, the conference employed the following training techniques:

PowerPoint presentations, plenary discussions (Questions and answers sessions), Keynote address: Remarks from the chief guest and other presenters around the conference theme, Case studies and comparable practices: This aided the participants relate with real occurrences in relation to the discussion content presented, Country level experience sharing: This facilitated peer-peer learning among the delegates.

2.2 Opening Remarks to the Conference

2.2.1 Remarks by the DG, Kenya School of Government, Prof. Nura Mohammed:

The Director-General (DG) emphasized that Africa faces unique challenges that require institutions to be agile and responsive to the continent's needs. The Director-General posed reflective questions to the delegates: What critical factors must be considered to address Africa's challenges and what additional knowledge, skills, and competencies are needed to meet Africa's needs? The DG stressed the role of MDIs in leading this conversation and noted that the conference serves as a platform for ongoing learning. He underscored the importance of prioritizing areas such as capacity building, research-driven solutions, innovation, and digital transformation, calling on the delegates to lead the charge in shaping the Africa they envision. He expressed his gratitude to the delegates and sponsoring governments for their attendance and looked forward to fruitful discussions over the course of the conference.

2.2.2 Remarks by the Kenya School of Government Council Chair

Commissioner Dr. Mary Muyandi delivered the remarks on behalf of the KSG, Council Chair, Hon. Justice (Rtd) Charles Nyachae. Dr. Muyandi observed that the conference served as a platform to exchange ideas, aspirations, and perspectives for a prosperous continent. She reminded the delegates on the importance of transformative leadership and a shared vision. Given the challenges that affect many African nations, there is need to grow leaders who are competent to address these issues. Schools of government are the institutions where innovative thinking and strategic governance should take root. Through these schools, Africa's public service can continue to lead in accountability and in championing the welfare of its people. The Schools should be at the forefront in nurturing a public service that is dedicated to reform. She further welcomed the delegates to Kenya and to the Kenya School of Government.

2.2.3 Remarks on behalf of the AMDIN president Guillaume B. Wakimesa:

The President informed delegates that the African Management Development Institutes Network (AMDIN) serves as a vital network for MDIs to connect and collaborate. The speaker acknowledged that it is through united efforts that the future of Africa's public service will be shaped. He pledged to uphold the supportive environment established by his predecessor, ensuring that African schools of government continue to be a transformative force, both in quality and impact, in shaping Africa's governance landscape.

2.2.4   Remarks by the Governor of Mombasa County

The Deputy Governor, who represented the Governor, warmly welcomed delegates to the inaugural ASG conference, noting that it happened at a pivotal time when there was rapid transformation across Africa, making the conference theme especially relevant. The Deputy Governor noted that Schools of Government as capable institutions play a pivotal role in the provision of service delivery. He emphasized that the Continent requires well-managed and resilient institutions that can adapt to changing circumstances. He equally urged the MDIs, Schools of Government and the delegates present to prioritize the adoption of new technologies and innovative approaches to governance, and underscored the importance of leveraging technology in reducing bureaucracy, and improving efficiency

2.2.5   Remarks by Hon. Amos Gathecha

Hon. Amos Gathecha, The Principal Secretary for State Department for Public Service in Kenya, acknowledged the hard work that made the conference possible, noting that in today's fast-paced world, only what truly matters will have lasting impact. He noted that capacity building for public servants must be prioritized, as training shapes both our mindset and actions. He highlighted the theme of the conference, emphasizing the advantage Africa has with many of its governments having established Schools of Government and MDIs.

2.2.6   Remarks by the Chief Guest, Hon Justin Muturi

The Chief Guest, Hon. Justin Muturi, Cabinet Secretary for the Ministry of Public Service and Performance Management of Kenya, highlighted the purpose of the conference as being to explore strategies for a unified approach to capacity building for Africa's public service. He noted that the African Union's call to education highlights the importance of equipping African leaders with cutting-edge governance skills. He added that the conference offered a unique opportunity to work towards establishing premier institutions dedicated to addressing the challenges faced by African schools of government. He expressed confidence in KSG's role in addressing some of the nation's most pressing issues and advocated for collaborative research to drive these solutions forward. He urged the delegates to use their talents and energy to promote a more humane, just, prosperous, and peaceful African community wherever they are called to serve.

2.3 Key Highlights of the Conference

The three-day conference covered three sub themes. The following key points were noted from these sub themes.

2.3.1 Sub Theme One: Advancing & Strengthening Regional MDIs

Day 1: Tuesday, 22rd .10. 2024

2.3.2 Session 1: Role of Schools of government in building capacity of state corporations and Agencies

This session was delivered by FCS. Simon Indimuli, OGW, MBS, Secretary State Corporations Advisory Committee. The following was noted from this presentation:

MDIs and Schools of Government were encouraged to undertake proactive research on current and emerging policy issues in the realm of Governance and Management of Government Agencies (GAs), document research outputs and outcomes, disseminate and discuss research outcomes with government and relevant stakeholders. Further, there is need to have well researched and relevant curriculum to sync GAs to industry, mainstreaming national government goals in GAs through training and capacity building, and develop capacity of GAs to execute government agenda. Lastly, the Schools of Government and MDIs should encourage and ensure relevance of curriculum, innovativeness of pedagogy to attract the de-la-crème to the Public Service.

2.3.3 Session 2: Role of MDIs in developing the capacity of Public Servants

This session was delivered by Mr. Kizito Wangalwa, Director, Committees, Council of Governors. The following was noted from this presentation:

There are significant capacity gaps that need to be reversed through rigorous training and capacity building. The Schools of Government and MDIs should take up this cardinal role. He also pointed out that there is low coherence between policy and implementation in Africa's public sector. He concluded that capacity development for devolved governance structures is a multifaceted process that requires investment in people, institutions and systems. It is not just about power transfer.

2.3.4 Plenary Session

During the plenary session, the following were pointed out:

i. A question was posed on how partnerships could be formed between Schools of Government and Public Service Commissions/Ministries to make induction programs mandatory, covering key aspects such as values and principles.

ii.   A delegate proposed the development of a curriculum focused on values and ethics to be included in public service training.

iii. The need for training to focus on organizational culture, emphasizing the importance of cultivating a culture of strategic thinking in every aspect of governance.

iv.   The importance of training in service delivery was acknowledged, but a concern was raised about the resource gap. Few public servants are able to meet the minimum training days set by the government.

v.   There is the need for schools of government to develop internal strategies for transforming their models and providing excellent services.

vi.   There was emphasis on the importance of building internal capacity for facilitators, trainers, and educators in schools of government to ensure optimal delivery of services.

vii. The importance of modeling culture, particularly for Generation Z, was noted, including aspects like appropriate dress codes, to align with professional standards.

viii. It was acknowledged that budget cuts have impacted the training function. However, there is a commitment to prioritize the induction course as one of the four mandatory programs, with a cabinet memo already in place in the case of Kenya, to support this initiative.

ix.   It was agreed that a significant portion of service providers (90%) are not covered by capacity-building programs, signaling a gap that needs urgent attention.

x.   The need to prioritize public sector reforms was also highlighted, with a call for funding to be allocated towards training both current and incoming public servants to enhance service delivery.

2.3.5   Session 3: Role of MDIs as a Government Think –Tank

This session was delivered virtually by Mr. Rabii Lequifoundi, ENSA, Morocco. The following was captured during this session:

The presenter highlighted the critical role that MDIs and Schools of Government play in offering solutions to problems African governments are grappling with. He rallied the MDIs to forge stronger collaboration and partnerships in the Continent. He noted that the École Nationale Supérieure de l'Administration (ENSA), otherwise known as The Higher National School of Administration was established as a strategy for transformation of the public service. In the presenter's opinion, this should be the scenario in all MDIs.

2.3.6   Session 4: National School of Government, South Africa

This session was delivered by Dr. Lakela Kaunda. The following was captured from this session:

The presenter reminded the delegates of the place of MDIs/ Schools of Government as institutions that are uniquely placed to enhance the capacity of public officers to meet the leadership, policy and delivery mandates of African governments. The Schools are well placed to identify and address skill gaps as well as to foresee future skill needs of the public service, in a changing world. The presenter concluded that the Schools of government have an important role to play in assisting governments and nations to improve the quality of life and build a better Africa. This is to be realized through; skills enhancement, capability and professionalization of the public service to enable government to provide a conducive environment for inclusive economic growth and development, building an ethical culture – a public service that prevents and fights corruption, maladministration and puts people first in everything they do.

2.3.7   Session 5: Zimbabwe Public Service Commission

This session was delivered by Mr. Mugove Mubika. The following was captured from this session:

The presenter opened took delegates through the critical role The Zimbabwe Public Service Academy has played in shaping the public sector in Zimbabwe. These includes; equipping officers in the public service with appropriate values, orientation, work ethics, skills and management tools, promoted continuous learning, engaged in public policy research relevant to the development of officers in the Public Service to improve performance in Government. He stressed the need for all MDIs and Schools of Government to embrace and follow in the footsteps of The Zimbabwe Public Service Academy and strive to better the public service in the African Continent.

2.3.8   Session 6: Institute of Public Administration, Zanzibar

This session was delivered by Dr. Salum R. Mohammed. The following was captured from this presentation:

The need for MDIs/Schools of Government to play a leading role in capacitating the public service and building a high performing public service. He also emphasized that conferences such as this provides a platform to identify areas of collaboration and partnerships.

2.3.9   Session 7: L'Ecole National d'Administration (Ena-DRC)

This session was delivered by Prof. Bavon Mupenda, MS (Soc) MPH, PhD (Public Health). The following was captured:

MDIs/ Schools of Government should share knowledge and best practices as a strategy to enhance mutual skills for policy development. There is the need for policy-oriented research to inform government decision making. This will ensure that governments in Africa craft evidenced based-policies grounded in solid research and analysis.

He concluded by urging MDIs/ Schools of Government to forge stronger partnerships with other MDIs and other institutions in order to realize the dream of this conference, which is to have capable institutions and foster transformed leadership in Africa

2.3.10 Plenary Session Questions, Comments, and Responses:

The discussions at the plenary elicited the following issues:

Need for MDIs/Schools of Government to focus on both short-term and long-term training programs well intended to transform the public service. The MDIs were as well called upon to seek alternative financing models in order to realize their mandates especially now that many governments in Africa are facing fiscal constraints exacerbated by debt distress. Ministries of public service in Africa were also urged to create a model for retaining the expertise of retiring individuals, citing that businessmen do not retire in the same way. This could also be part of exchange programs to ensure knowledge transfer. Those who are more experienced should as well prioritize handholding and mentorship to the younger employees. Schools of government were encouraged to strengthen internal audit functions to ensure accountability and transparency within the institutions.

2.3.11 Session 7: Implementation of NEPAD Priority Programs and the African Peer Review Mechanism

This session was delivered by Ambassador Dr. Samori Okwiya, Chief Executive Officer, NEPAD-APRM Kenya Secretariat. The following was noted from this session:

The presenter highlighted that Effective capacity building in public service requires targeted modules that address both the governance and developmental goals of NEPAD and APRM. He opined that Priority modules that MDIs and Schools of government should focus on when it comes to training and capacity building includes; governance and Accountability, Policy Formulation and Implementation, Economic and Infrastructure Development, Human Capital Development, Sustainable Development and Environmental Management. The presenter also stressed on the need for stronger partnerships and collaborations to align public service training with Africa's development goals focusing on the AU Agenda 2063. Partnerships and collaborations can be achieved through; Institutional Partnerships, Joint Training Programs and Workshops, Research Collaborations, and Technical Assistance and Expertise. He concluded his presentations by urging MDIs/ Schools of Government to deepen peer-to-peer learning and exchange programs as a way of sharing knowledge for efficient and quality service delivery.

Day 2: Wednesday, 23rd .10. 2024

2.3.12 Session 1: Leveraging the power of collaboration in Public Sector Capacity Development

This session was delivered by Prof. Bravon Mupenda. These were the key highlights from the presentation:

The presenter stressed on the need for MDIs/schools of Government to embrace collaboration to strengthen their capacity building in public sector development. Further, the MDIs should use the 2As and 2Rs as they conduct capacity building; A-ability: We get this through training, practice, service provision, A-Authority: Capacity to decide without fear of interference from outside (horizontally or vertically), R-Resources: Human, material, financial and time tangible resources to make you be able to say "I am and Responsibility: Ability to respond and be able to justify one's decisions and actions. He challenged the MDIs by asking "Do you have all these elements in your training?"

2.3.13   Session 2: Pursuing Capable Management Development for transformed leaders

This session was delivered by Prof. George Scott. The following notes were captured during this presentation:

The presenter urged MDIs to continuously nurture and sustain a transformed crop of leaders guided by Sound governance, Strategic foresight and Commitment to public service excellence. He also highlighted some of the critical problems that confronts the African Continent including; corruption, bureaucratic inefficiencies, policy implementation gaps, Globalization and digital transformation, and issues of the youth, and GenZs. As such, MDIs should provide solutions to these problems though; curriculum innovation, global and regional collaboration and peer learning, and provide ethical and innovative leadership. That the African Association for Public Administration and Management (AAPM) supports the building of capacity for transformed leadership through; AAPAM awards, Annual round table conferences, Seminars/ workshops/ training, Professional networking, Research, Partnerships, roping in the young professionals and Special women programs. He concluded that the future of depends on the quality of its leadership and with the right leadership, Africa's best days are ahead

2.3.14   Session 2: Role of MDIs in Developing Capacity of Public Servants

This session was delivered by Professor Nura Mohammed. The following was noted from this session:

Prof. Nura noted the challenge of schools of government in balancing the areas of core mandate, owing to the problem of inadequacy of revenue. Most tend to concentrate on training and neglect research and consultancy. He also noted that career progression programs (compulsory) and competency development programs in training geared towards public sector transformation may not be sustainable in the long run. He asserted that budgetary allocation from the governments is on a downward trend and therefore MDIs/ Schools of Government need to be innovative. To overcome some of the financial strains, MDIs/Schools of Government need to; Ring-fence training budget, Lobby for more funding and to make programs compulsory, develop and implement resource management (RM) strategies.

2.3.15 Questions, Comments, and Proposals:

Despite extensive training worldwide, public service delivery remains inefficient, and corruption continues to rise. It was suggested that the issue may be cultural, with training often not addressing pragmatic issues on the ground. A call was made for schools of government and MDIs to break this cycle through impactful training and research that brings about real change. The need to focus on building the capacity of those who train others (trainers of trainers) was proposed. Collaborative efforts such as, master classes and joint training programs, were suggested as a way to build the capacity of trainers across African countries. Delegates were urged to focus less on one-off training programs and more on fostering a continuous learning culture within schools of government and MDIs, to ensure that learning is an ongoing process.

Further, there was interest in studying the flow of human capital into and out of the public service to understand the challenges and factors driving these movements. Schools of government must engage in reengineering policies and processes to improve the effectiveness and impact of training programs. This session underscored the need for more practical, impactful training, collaborative efforts to address financial challenges, and a cultural shift towards continuous learning and transformative leadership in public service.

2.4   Sub theme two: Transformed Public Service Leadership

2.4.1   Session 3: Innovations in public service delivery.

This session was delivered by CPA Ben Kai Chilumo CEO Huduma Kenya Secretariat. The following was noted from this session:

The presenter urged Africa's public service to embrace innovation in the public service for a productive, high-performing, responsive and fit- for-purpose Public Service, and as a measure to keep up with the expectations of our customers by continuously being innovative. This is also in the realization that citizens are increasingly aware of their constitutional rights and are demanding a responsive, prompt, and efficient Public Service. He ended his presentation with quote by Scott Belsky that "Innovation is not about ideas; it's about making ideas happen."

2.4.2   Session 4: Local representative and project manager for capacity building

This session was delivered by Ms.Victoria Nkatha from the Estonia Centre for international development (ESTDEV). The following were the key highlights from the Session:

MDIs/Schools of government need to equip individuals with skills to navigate the 4th industrial revolution, particularly in the context of Artificial Intelligence (AI). It was emphasized that AI is not about replacing jobs but

about enhancing how tasks are done, creating opportunities for greater efficiency and service delivery. Estonia's success in service delivery through e-governance was cited as a model of driving innovation with integrity. Estonia ranks as a leader in e-governance, setting an example of how technology can be leveraged to improve transparency, efficiency, and accountability in public service. The overall focus of the session was on leveraging digital platforms, AI, and inclusive design to transform public services and ensure that citizens are at the center of service delivery, fostering empowerment and innovation.

Afternoon Session

2.4.3   Session 5: The role of MDIs in fighting corruption in the public service

This session was delivered by Mr. Vincent Okongo, Director Preventive Services Ethics and Anti-Corruption Commission. The following was noted from this session:

Corruption has far reaching consequences in the African Continent. The Continent losses billions due to corruption annually. Largely, the Continent has political corruption, manifested through undue political influence that permeates all levels of public service. The vice thrives due to; weak accountability systems, slow judicial processes, greed, societal acceptance, corrupt role models and weak disciplinary processes-complicated by conflict of interest, nepotism, cronyism, favouritism,

2.4.4   Session 6: Public Sector Productivity: Kenyan CASE

This session was delivered by Ms. Elizabeth Wangui Muchiri, HSC Commissioner, Salaries and Remuneration Commission. The following was noted during this session:

Whereas labour productivity drives economic/GDP growth, which results in higher revenue, and in turn, improved wage-bill-to-ordinary-revenue ratio, Kenya's productivity remains low compared to other countries. Productivity is a key driver of revenue growth: Doing more with less; more outputs with less resources, therefore, lower wage bill to ordinary revenue ratio. In determining pay for public Officers in Kenya, the Salaries and Remuneration Commission (SRC) is guided by key principles such as; transparency and fairness, equal remuneration to persons for work of equal value, and recognising productivity and performance.

2.4.5   Plenary Session

The following comments, questions and responses were noted from the plenary session:

The delegates emphasized the importance of avoiding bloated wage bills in Africa's public service due to inefficiencies. More focus should be on maintaining a "fit for purpose" staffing model. There is need for job evaluations and pay harmonization across the public sector with setting pay guidelines being the first step. It was as well pointed out that

political will and the effectiveness of laws remain key challenges in the fight against corruption. MDIs and Schools of Government were challenged to ensure training of both public servants and political leaders in ethics and anti-corruption measures. The importance of starting anti-corruption education early, through school programs and integrity clubs were also highlighted. At the conclusion of the plenary session, the focus shifted to the importance of **skilling and reskilling** the Africa's public workforce. This is seen as a critical aspect of enhancing the efficiency and effectiveness of public service, especially in a rapidly changing digital and technological environment.

2.5   Sub theme three: Building Resilient and Responsive Public Institutions

Day Three-Thursday 24th .10. 2024

2.5.1   Session 1: Building resilient and responsive public institutions

This session was delivered by Amb. Antony M Muchiri, chairperson, Public Service Commission. These are the key highlights from the session:

MDIs and Schools of Government need to strive to entrench values based leadership in the public service through training and capacity building. The Schools of Government need to take a leading role in indoctrinating Africa's public service, and to drive culture change that institutionalizes values. There is need for Public Service Commissions in Africa play a leading role in ensuring Africa's public sector embrace creativity, innovation, effective problem solving, and inclusivity.

2.5.2   Session 2: Building resilient and responsive public institutions. Case of Malawi.
This session was done by the Director General, Malawi School of Government Prof. Asiyati Chiweza). The following was noted from this session:

Africa needs resilient Public Institutions that can deliver services, respond to the needs, concerns, and demands of the citizenry and stakeholders and that foster trust and social equity. Such institutions should as well be able to adapt and withstand shocks or disruptions (e.g., economic crises, natural disasters, political regime changes). The MDIs and Schools of Government should then be ready to play a critical role in building resilient and responsive public institutions by equipping leaders, policymakers, and public servants with the necessary skills, knowledge, and tools through training and capacity building, enhancing Leadership and Strategic Thinking, ethical Leadership and Governance, Promoting Innovation and Digital Transformation, ffacilitate Research and Knowledge Sharing and promote Collaborative Governance.

2.5.3   Session 3: School of Management and Public Administration, Somalia (SMPA).

This session was delivered by Ahmed Mohamud Jama on behalf or Prof. Bashir Omar Isse. The following were the key highlights of the session:

MDIs/Schools of Government must develop and roll out programmes aimed at bridging skills gaps, promoting inclusivity, excellence, creativity and innovation in civil service delivery. Such programmes should as well be cantered on ddeveloping Africa's future leaders with skills in strategic management, policy analysis and crisis management. There is also need to leverage on digital tools for resilience to guarantee digital transformation of civil service and improved access of services. The training institutions were as well urged to consider and develop mechanisms to help integrate Gen Z and Alpha who will soon enter Africa's Public service. The session underscored the critical need to adapt and prioritize values-based leadership, skills development, and generational inclusivity within the public sector. It concluded with a commitment to fostering political and institutional support for public service reforms, alongside measures to ensure accessible, accredited, and meaningful training programs for all public servants.

C. Closing Ceremony

3.0 Communique Reading by Dr. Tom Wanyama

Dr. Tom Wanyama opened the afternoon session by reading the communique, highlighting key messages and resolutions from the conference.

3.1   Remarks by Prof. Nura Mohamed, the Director General, Kenya School of Government (KSG)

The following were the highlights of the remarks by DG, KSG:

The DG noted that this was the first Africa Schools of Government conference, and described it as a groundbreaking event aimed at uniting public service institutions across the continent to build capacity and address Africa's challenges in public governance. MDIs and Schools of Government were challenged to commit to better alignment of their curricula with the aspirations of the African Union Agenda 2063. Training Institutions should conduct policy-oriented research to guide decision-making and policy implementation across Africa. Further, it is critical to invest in skills development and knowledge-sharing among public servants.

Thereafter, Commissioner Dr. Mary Muyandi delivered remarks on behalf of the KSG Council Chairperson, focusing on the significance of the conference and Kenya's commitment to supporting public service excellence.

She rallied MDIs/Schools of Government to integrate the valuable insights and lessons from the conference into their training programs and public service delivery strategies, ensuring they benefit the Kenyan people and public sector practitioners across Africa. These remarks encapsulated the Council's commitment to sustaining the momentum of the conference, supporting a Pan-African approach to public service improvement, and fostering a legacy of excellence and unity.

3.2   Remarks by Ambassador Muchiri

Amb. Anthony Muchiri, Chairperson Public Service Commission of Kenya underscored the importance of collaboration and values-based leadership in achieving public service excellence across Africa. He advised that, by working together, public service institutions can foster more effective and efficient governance in Africa. He stressed that there is need for the MDIs/ Schools of Government to integrate values-based leadership into their curricula. Ambassador Muchiri's remarks reinforced a shared commitment to collaborative learning, ethical governance, and strengthened partnerships, aligning with the conference's overarching goals for public service transformation across the continent.

3.3   Remarks by Hon. Felix Koskei, Chief of Staff and Head of Public Service in Kenya

The Head of Public Service in Kenya, delivered remarks that underscored the significance of the conference in promoting effective and efficient public service leadership across Africa. The head of Public Service urged African countries to work together in building a public service that is agile, adaptive, and responsive to the needs of the public. He emphasized the need for joint research to inform policies and government initiatives, moving beyond colonial-era public service models toward more collaborative and inclusive approaches. He cautioned against using technology merely to reinforce outdated methods and encouraged thinking outside the box to improve public sector services. He further urged MDIs/Schools of Government to shift from theory to practice by developing research centers within Schools of Government focused on issues that impact service delivery. He noted that policies should balance control with effectiveness, encouraging research to support innovation and meaningful change. He as well suggested that the Schools of Government conference should become an annual event to sustain the momentum and build upon each year's progress.

3.4   Vote of Thanks by Professor Mubenda

Professor Mubenda expressed heartfelt gratitude for everyone's commitment and participation. He commended the delegates for their dedication and emphasized the MDIs' eagerness to implement the agreements and insights shared during the conference. In closing, Professor Mubenda expressed a vision for a remarkable Africa—a continent where

nations and institutions would set such high standards in governance and development that foreign visitors would come to Africa to learn and benchmark. This aspirational message served as an inspiring conclusion, encapsulating the conference's spirit of unity, progress, and collaboration.

4.0 Conference Evaluation

This section provides a comprehensive assessment of the inaugural event. The evaluation focused on the conference's goal, achievements and the overall participant experience. It analyzed attendee's feedback, the relevance and quality of the sessions, and the logistical arrangements. The findings offer valuable insights into the conference's success in meeting its objectives and provide recommendations for future enhancements. The evaluation provided insightful feedback from thirty (30) respondents out of the one hundred and thirteen (113) delegates. The response rate can be attributed to the delegates' busy schedules and the high level of satisfaction. Nonetheless, the feedback gathered is invaluable for future planning and underscores the overall success of the conference.

4.1   Overall Organization of the Conference

Feedback on the overall organization of the conference was highly favorable, as depicted in Figure 1. Among respondents, 46.7% rated the organization as *excellent*, 43.3% as *very good*, and 10% as *good*. These ratings highlight the thorough planning and effective management that went into the event, ensuring a well-organized, seamless, and productive experience for all attendees.

Figure 1: Overall organization of the conference

4.2   Relevance of the conference theme in relation to emerging issues in public service

The conference theme covered crucial areas central to modern public administration and governance, offering insights and encouraging discussions around pressing public sector challenges. Respondents rated the theme's relevance to

current and emerging issues in public service very positively, with 83.3% describing it as *highly relevant* and 16.7% as *somewhat relevant*, as illustrated in Figure 2. This feedback underscores the conference's alignment with the practical needs and priorities of today's public sector.
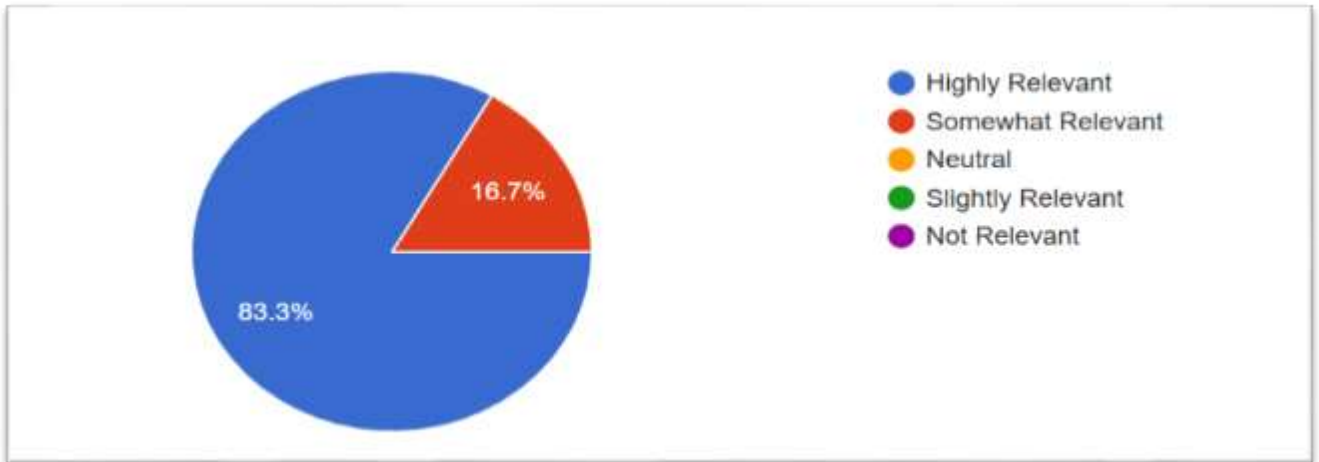

Figure 2: Relevance of the conference theme in relation to emerging issues in public service

4.3   Did the Conference Meet Your Expectations?

The findings revealed that an impressive 90% of respondents felt the conference completely met their expectations, while 10% felt their expectations were partially met. This high satisfaction rate suggests the conference was well-organized, delivered valuable content, and effectively met the delegates' needs and interests. By addressing the feedback from the 10% who were only partially satisfied, future conferences can strive for even greater excellence.
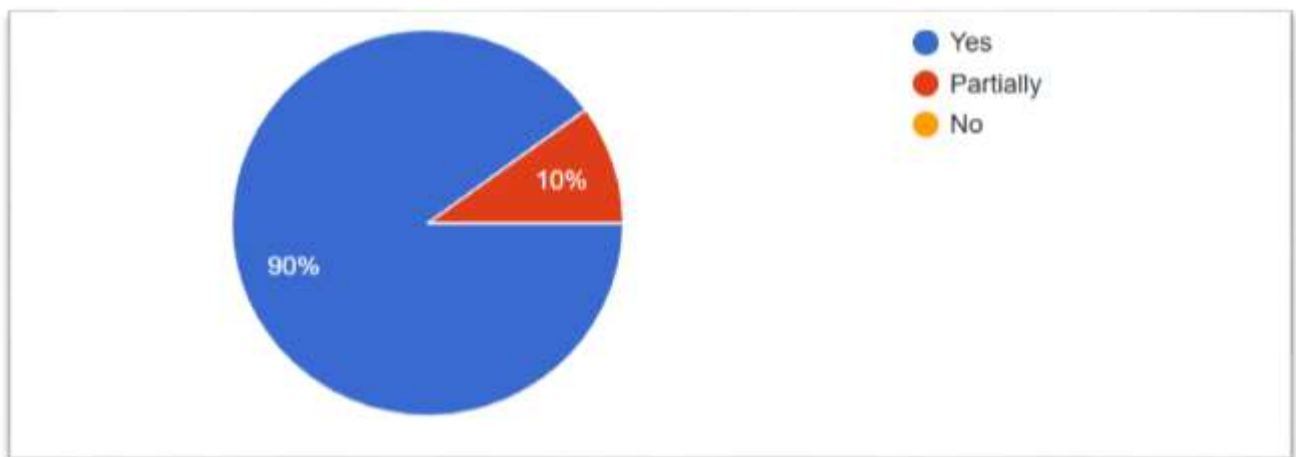

Figure 3: Did the conference meet your expectations

4.4 Feedback on the sub-themes

The conference covered three sub-themes titled: Advancing and strengthening MDIs; Transformed public service leadership and Building resilient and responsive public institutions.

4.4.1 Advancing and strengthening MDIs

In the session, the relevance of Africa Agenda 2063 was discussed indepth. The findings indicated that a significant 67% of respondents believed that Africa Agenda 2063 is very relevant. This strong endorsement suggest that attendees recognize the importance of the Agenda in addressing key developmental challenges and opportunities across the continent. To further enhance its impact, it may be beneficial to address the concerns of those who rated it as "somewhat relevant" and provide additional information and resources to those who remained neutral.
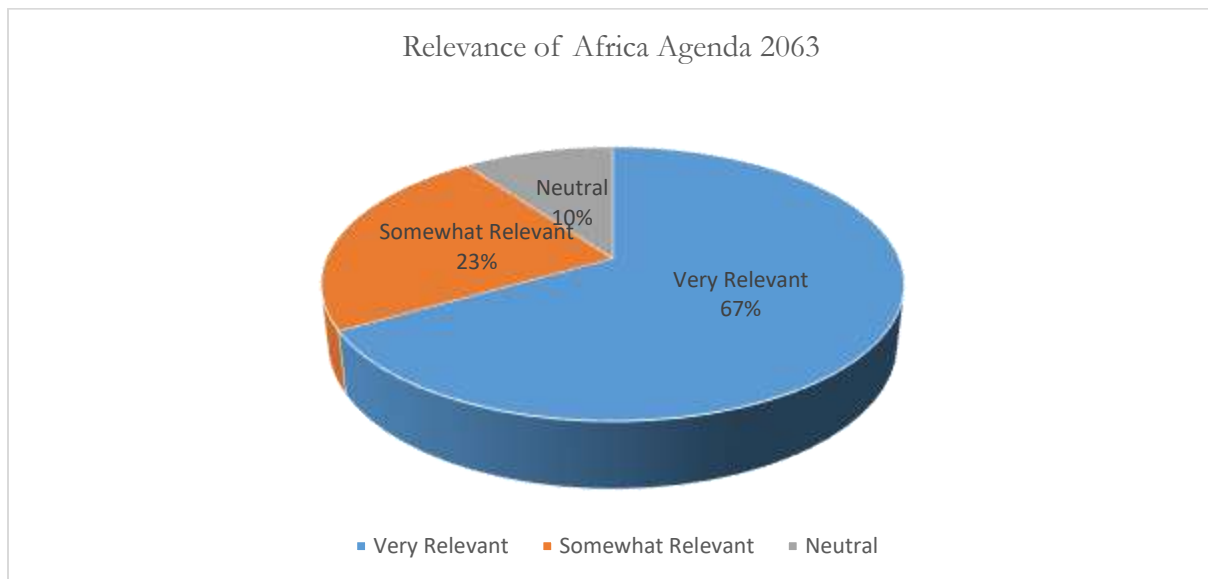
Figure 4: Relevance of Africa Agenda 2063

4.4.2 Transformed public service leadership

The participants had an opportunity to evaluate the session on ethical leadership in public service. The findings revealed that 50% of respondents considered ethical leadership to be "excellent," while 43% rated it as "very good." Only 7% of participants categorized it as "good." This indicates that a significant majority view ethical leadership as a critical component of effective governance. The high ratings reflect the high relevance of integrity, transparency, and accountability in public service roles.
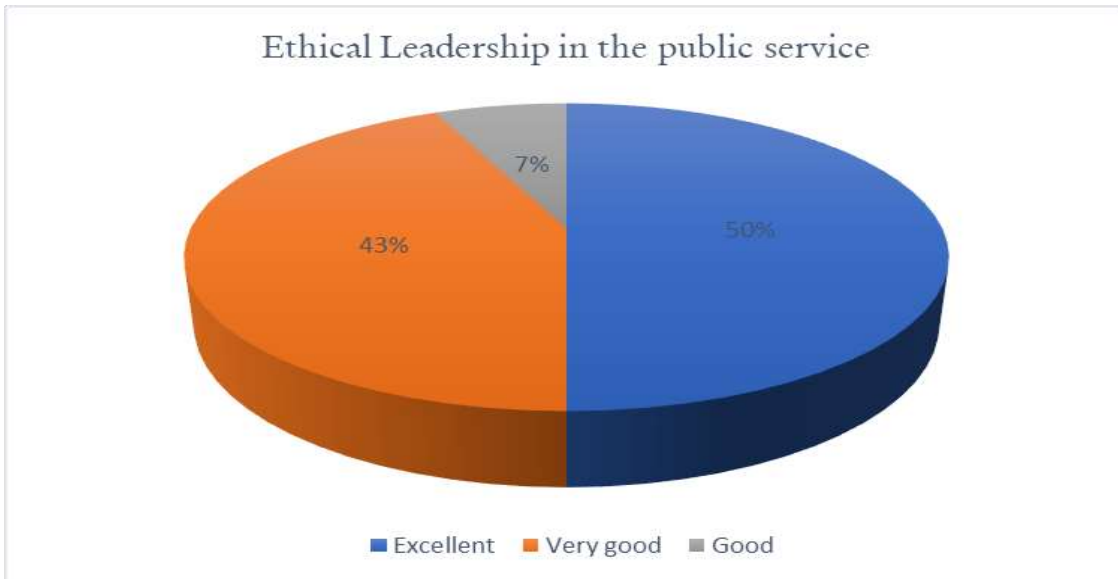
Figure 5: Ethical leadership in the public service

4.4.3 Building resilient and responsive public institutions

The results for the discussion on building resilient institutions were largely favorable, with 47% of respondents rating it as "excellent" and 40% as "very good." Additionally, 13% of respondents classified the discussion as "good." These results indicate a strong appreciation for the dialogue surrounding the importance of resilience in institutional frameworks and as a cornerstone for effective governance and quaity public service delivery.

Figure 6: Building resilient and responsive public service

4.5 What delegates liked most about the conference

- The selection of presenters and topics was excellent, with knowledgeable and engaging presenters covering a wide range of relevant and timely subjects
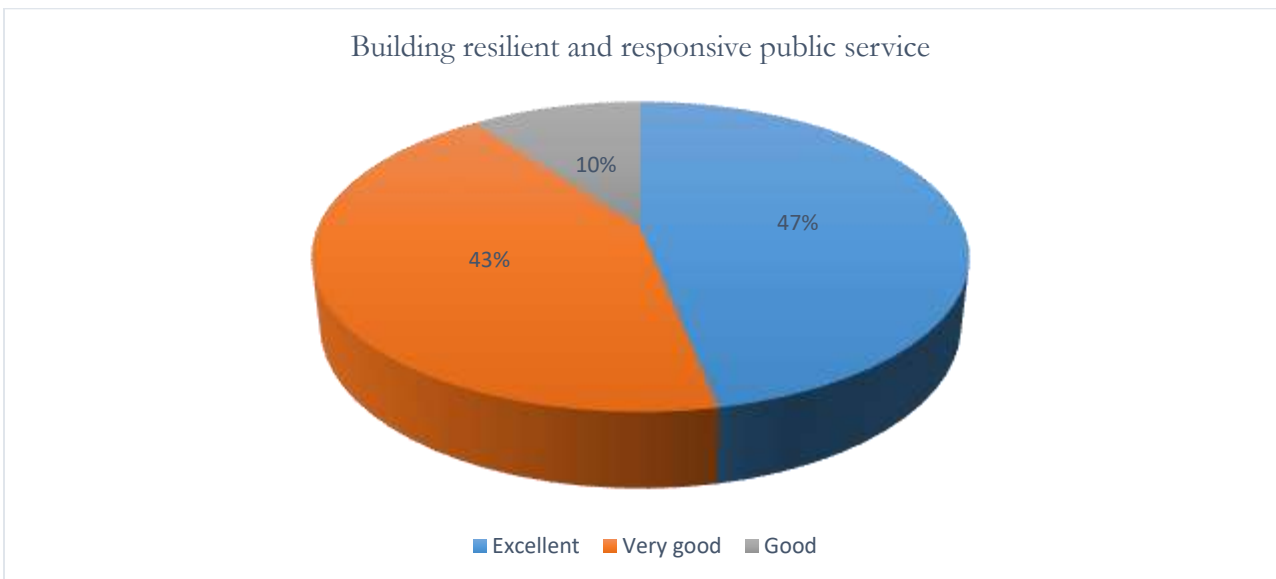
- The inclusion of comparative case studies, such as those focusing on Schools of government and the Huduma initiative which provided valuable insights and practical examples of how different public service practices are implemented in various countries.

- The unique opportunity to understand public service operations in other countries which broadened delegates' understanding and offered new approaches to their own work.

- Exposure to other Management Development Institutes, which enriched the delegates' knowledge and provided them with new methodologies to apply in their respective fields.

- Excellent networking opportunities that allowed delegates to forge new partnerships and share experiences.

- The conference was efficiently and effectively organized, with highly relevant themes that resonated well with the delegates, ensuring that the sessions were both informative and applicable to their work.

4.6 Suggestion for improvement

Attendees provided the following suggestions to enhance future conferences:

- Conduct more surveys among public service professionals to gather insights and feedback, which can inform future conference content and structure.

- Make the conference a more regular event to provide ongoing opportunities for learning, networking, exchange of ideas and professional development.

- Allocate more time for experience-sharing sessions, enabling participants to discuss challenges and solutions in greater detail.

- Improve time management to allow attendees sufficient time to unwind and network informally.

- Provide for hybrid attendance for presenters and delegates who can't make it physically.

- For hospitality, increase the variety of beverages to cater for diverse preferences and schedule the gala dinner on the last or second to last day of the conference to better conclude the event.

5.0 Appendices

5.1 Appendix 1: Conference Program

KENYA SCHOOL OF GOVERNMENT

Empowering the Public Service

1ST AFRICA SCHOOLS OF GOVERNMENT CONFERENCE

Theme: Advancing Africa's Public Service Excellence: United in Pursuit to Realize Capable Institutions and Transformed Leadership

October 21-25, 2024

Time	Session
Monday, October 21, 2024	
4.00-7.00 p.m.	Arrival and Registration
Day 1: Tuesday, October 22, 2024 Convener: Mr. Simon Angote	
Opening Ceremony	
8:30-8:45am	Arrival and Registration
	All delegates Seated
8:45-9:00am	*Arrival of Chief Guest*
	Kenya National Anthem & East Africa Anthem
	Opening Prayer
9:00-9:30am	**Remarks by:**
	1. Prof. Nura Mohamed, Ph.D., EBS, Director General, KSG
	2. Justice (Rtd) Charles A. Nyachae, Chairperson, KSG Council

Time	Session
9:30-10:00am	**Speeches** 1. Guillaume B. Wakimesa, AMDIN President 2. Hon. Abdulswamad Shariff Nassir, Governor Mombasa County Government 3. Amos Gathecha, EBS, ndc (K), Principal Secretary, State Department for Public Service and Human Capital Development 4. Chief Guest, Hon. Justin B. N. Muturi, EGH Cabinet Secretary, Ministry of Public Service and Human Capital Development
10:30-11:00am	**Conference Photo Session**
	Ceremonial Tree Planting
	Health Break
Sub-Theme 1: Advancing & Strengthening MDIs	
11:00am- 12:30pm	**Role of MDIs in developing the Capacity of Public Servants** **Presentation by:** 1. **Mr. Kizito Wangalwa, Director, Committees, Council of Governors** *Role of Schools of Government in Capacity Development for Devolved Governance Structure* 2. **Mr. Simon Indimuli, OGW, MBS, Secretary SCAC** *Role of Schools of Government in Building Capacity of State Corporations and Agencies* 3. **Prof. Nura Mohamed, Ph.D. EBS, Director General Kenya School of Government** *Experience sharing: Role of MDIs in developing the Capacity of Public Servants*
12:30-1:30pm	**Plenary**
1:00-2:00pm	**Health Break**
2:00-3:00pm	**Role of MDIs as a Government think-tank:** *Experience Sharing: Policy-oriented, problem-solving and policy advice to Government* **Presentation by:** 1. **Dr. Lakela Kaunda, National School of Government, South Africa** 2. **Prof. Bavon Mupenda, L'Ecole National d'Administration (ENA-DRC)** 3. **Ms. Ndiweni Nomathemba, Zimbabwe Public Service Commission** 4. **Dr. Salum R. Mohamed, Institute of Public Administration, Zanzibar** 5. **Mr. Rabii Lequifoundi, ENSA, Morocco (Virtual)**
3:00-4:00pm	**Plenary**

Time	Session
4:00-4:30pm	**Health Break**
4:30-5:45pm	**Leveraging the Power of Collaboration in Public Sector Capacity Development** 1. **Representative of President, African Management Development Institute Network** *Building Capacity of Capacity Builders* 2. **Prof. George Scott, Secretary General, African Association for Public Administration and Management** *Pursuing Capable MDIs for transformed leadership* 3. **Amb. Dr. Samori Okwiya, Chief Executive Officer, NEPAD-APRM Kenya Secretariat** *Implementation of NEPAD priority programs and the African Peer Review Mechanisms: Need for collaboration with Schools of Government*
5:45-6:30pm	**Plenary**
	End of Day 1
Day 2: Wednesday, October 23, 2024 Convener: Dr. Josephine Mwanzia	
Sub-Theme 2: Transformed Public Service Leadership	
8:30-9:30am	**Public Service of the Future: Role of MDIs in Responding to Emerging Issues** 1. **Mr. Ben Kai Chilumo, Chief Executive Officcer, Huduma Kenya** *Innovations in Public Service Delivery* 2. **Victoria Nkatha, Local Representative and Project Manager for Capacity Building, Estonia Centre for International Development** *Role of Schools of Government in Advancing Innovation and Digitization in Public Service* 3. **Stanley Kamanguya, OGW, Chief Executive Officer, ICTA** *Digitization in Public Service of Kenya*
9:30-10:30am	**Plenary**
10:30-11:00am	**Health Break**
11:00am-12:00pm	**Ethical Rectitude and Leadership in the Public Service** **Mr. Vincent Okong'o, Director, Preventive Services Ethics and Anti-Corruption Commission (EACC)** *Role of MDIs in fighting corruption in the Public Service*

Time	Session
12:00-1:00pm	Plenary
1:00-2:00pm	Health Break
2:00-3:00pm	**Mainstreaming Public Sector Productivity** **Commissioner Wangui Muchiri, Commissioner, Salaries and Remuneration Commission** *Public Sector Productivity and Performance Management: Kenyan Case*
3:00-4:00pm	Plenary
4:00pm	Health Break
7:00-11:00pm	Gala Dinner
	End of Day 2
Day 3: Thursday, October 24, 2024 **Convener: Dr. John Bii**	
Sub-Theme 3: Building Resilient and Responsive Public Institutions	
8:30-10:30am	**Amb. Anthony M. Muchiri,** Chairperson Public Service Commission *Role of MDIs in institutionalization of values-based leadership* **Case studies on the contribution of MDIs** **Presentation by:** 1. **Intergovernmental Authority on Development (IGAD)** 2. **Prof. Asiyati Lorraine Chiweza, Director General Malawi School of Government** 3. **Prof. Bashir Omar Isse, Director General, School of Management and Public Administration, Somalia**
10:30-11:00pm	Health Break
11:00-12:30pm	Plenary
12:30-2:00pm	Health Break
2:00-4:00pm	**Way Forward** 1. Presentation of Conference Communique 2. Discussion 3. Next Summit
4:00-4:30pm	**Closing Statement by Chief Guest, Chief of Staff & Head of Public Service, Mr. Felix Koskei, EGH**

Time	Session
4:30pm	**Health Break**
	End of Day 3
Day 4: Friday, October 25, 2024 **Convener: Dr. Rachel Ngesa**	
8:00am-3:30pm	**Excursion** Tour of Mombasa County
3:30pm	Return to KSG Mombasa Campus for Lunch
END OF CONFERENCE AND DEPARTURE	

Rapporteurs: Dr. Tom Wanyama (Chief rapporteur), Eunice Weveti, Grace Njoki, Brian Obiero and Rahab Njoroge.