



# 1<sup>st</sup> Africa Schools of Government *Conference*



## **THEME:**

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

KENYA SCHOOL OF GOVERNMENT  
MOMBASA

October 22 -25, 2024

## **Preamble**

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, 22<sup>nd</sup> -25<sup>th</sup> 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 the 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 analyzed the current state of MDIs/ Schools of Government and the best practices in enhancing capacity building of public service. Delegates discussed strategies to overcome barriers encountered by MDIs/ Schools of Government in the realization of their mandates. Stronger collaborations and linkages and peer-to-peer learning were enlisted as key strategies to enhance MDIs/Schools of Government capacity to effectively deliver on their mandates.

The Conference methodology entailed: Keynote address; country level experience sharing and 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.

During the Conference, the following Communiqué was released:

## **The Conference:**

**Affirming** their commitment to support Africa's new path for attaining inclusive and sustainable economic growth and development driven by its own people. Effective Capacity building of public servants remains fundamental in the realization of the African Union Agenda 2063: "*The Africa We Want.*"

**Acknowledging** the significance of establishing Management Development Institutes (MDIs) for a transformed public service whose hallmark is efficiency and effectiveness, probity, effective human resource management and results-based institutions. The MDIs are to champion public sector reforms, and build a highly-skilled, agile, and responsive workforce and safeguard public service transformation.

**Appreciating** that Public Sector Transformation is a paradigm shift in service delivery from a bureaucratic model to

a demand driven, dynamic and citizen-centric approach. MDIs to drive attitudinal change that will transform the Public Service into an institution that is anchored on results-oriented performance.

**Admitting** the unique and comparable challenges encountered across African countries such as higher levels of corruption. MDIs are therefore, to be in the forefront in developing home grown solutions to combat these challenges, nurture public service committed to reforms, values-based leadership and develop institutions that are agile, responsive and fit-for purpose to the African needs.

**Underscoring** the need for the public service leadership to lead with empathy and a deep understanding of the challenges facing the citizens. MDIs are to model the leaders to embrace new technologies and innovative approaches to governance to streamline processes and reduce government bureaucracies in the realization that Africa's today's challenges cannot be solved by yesterday's solutions.

**Noting** the imperative by schools of government/MDIs to nurture culture change, and develop bespoke curricula that meets the needs of all cadres in the public service. In the same vein, capacity

building of the facilitators for schools of government/ MDIs should be embraced for optimal training delivery.

**Asserting** that the African stands at a crossroad, grappling with complex and multidimensional challenges that demand visionary, ethical and capable leadership and quality institutions capable of confronting these pressing challenges.

**We, the delegates to the inaugural Conference for Schools of Government therefore resolve that MDIs/schools of government:**

1. **Prioritize** human capital development in Africa and ring-fence training resources. Further, induction of newly employed public officers to be made mandatory.
2. **Build** internal capacity of capacity builders for Africa's Schools of Government/MDIs to be able to stay updated with current trends in public administration and deliver optimally. Equally, there is need to ring-fence the training resources to ensure the quality of training and capacity building remains uncompromised. MDIs/Schools of Government should also embrace digitalization for efficient and effective service delivery;
3. **Develop** a model to involve and continually tap into retirees as resource persons and to retain valuable expertise and ensure continuity of institutional knowledge;
4. **Prioritize** strengthening MDIs to conduct and disseminate evidence-based research that provides solutions to emerging issues in the public service to ensure informed decision-making, improved public service delivery, and effective data-driven insights for addressing challenges;
5. **Advocate** for partnership, collaboration and innovative approaches that enhance efficiency, effectiveness, values-based leadership and citizen-centric public service delivery for improved governance, better resource utilization, and increased public trust and satisfaction;
6. **Build** the capacity of African leaders to be the change agents in public service and nurture the next generation of leaders (GenZs) by prioritizing capacity building on values based leadership, internship programmes and integration into the public service;

7. **Establish** one premier institution to develop solutions and share knowledge to counter the challenges bedeviling African schools of government/MDIs. Further, formalize partnerships among MDIs through MOUs to facilitate peer-peer exchange programs and the development of bespoke curricula addressing the needs of Africa's public service;
8. **Develop** practical, implementable policy solutions that adopt practical applications over purely academic pursuits to directly benefit public service. Moreover, shift from theory to practice by developing research centers within schools of government focused on issues that impact service delivery.
9. **Mainstream** a culture of inclusivity while institutionalizing values of creativity, innovation and effective problem solving amongst public servants through training, while considering intergenerational differences;
10. **Establish** MDIs/schools of government think tanks that drive solutions-focused and evidence-based research for robust public policy making and implementation for excellence in public service delivery.
11. **Advocate** for the adoption of new, inclusive approaches that culminate in better information sharing and comprehensive, inclusive policies to counter the bureaucratic issue where outdated policies remain active unless officially rescinded.
12. **Lobby** for greater involvement by the African Union (AU) Public Service Commission during future conferences since their participation could enhance the impact and alignment of conference initiatives with continental objectives, especially those outlined in the AU Agenda 2063.
13. **Disseminate** the first conference resolutions to the AU and subsequent conferences of schools of government. Additionally, use NEPAD conferences to monitor and evaluate achievements for rewards and recognition of outstanding performance by MDIs/schools of government.
14. **Lobby** that the conference becomes an annual event to sustain momentum and build upon each year's progress.

## CONCLUSION

In conclusion, synergy and partnership to change Africa into a continent that upholds a values-based leadership remain a top agenda for MDIs/schools of government. MDIs/schools of government play a key role in the fight against corruption, inefficiencies and all other challenges bedeviling the African public sector. The youth and young people remain the promise for the continent's transformation and revolutionalization of the public service. **Africa's best days lie ahead.**

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