Outcome Report

Symposium on "Strengthening Capacities of Public Institutions for Transformational Leadership, Innovation and Inclusion to Realize the 2030 Agenda for Sustainable Development and Agenda 2063 in East Africa"

16-18 October 2019
Nairobi, Kenya

Contents

Executive Summary

The United Nations Department of Economic and Social Affairs (UN-DESA) through its Division for Public Institutions and Digital Government (DPIDG) and its Project Office on Governance (UNPOG) collaborated with the Government of Kenya and the Africa Union Development Agency (AUD-NEPAD) and organized a symposium under the theme "Strengthening Capacities of Public Institutions for Transformational Leadership, Innovation and Inclusion to Realize the 2030 Agenda for Sustainable Development and Agenda 2063 in East Africa" to enhance public servants' capacities in East Africa. The Symposium was hosted by the Kenya School of Government at its Campus in Nairobi.

The main objective of the Symposium was to strengthen the capacities of government officials in East Africa to transform their own public institutions and accelerate the achievement of the 2030 Agenda and Agenda 2063. The Symposium also aimed to reflect on how best to mobilize, organize and equip institutions to effectively promote sustainable development by taking stock of progress made in the implementation of both agendas. It also provided an opportunity to discuss how to promote government innovation for social inclusion of vulnerable groups, with a focus on youth, gender and persons with disabilities.

The Symposium brought together approximately 145 participants from 15 countries including the host country in East Africa and other 3 countries (Botswana, Ghana and the Republic of Korea). The participants included; SDG focal points, representatives of schools/institutes of public administration; Permanent Secretaries and other Senior Public Servants, representatives of youth leaders, non-governmental organizations (NGOs) and research institutes; and international organizations.

This is a report on the Symposium. The Executive Summary highlights the major issues identified and the key recommendations made by the participants.

1: On the importance of transformational leadership: It was noted that transformational and innovative leadership is critical in achieving both the 2030 Agenda for Sustainable Development and the Africa Agenda 2063 and requires new mindsets and new competencies of public servants. The message was conveyed that many African countries did have transformation as the main part of their development strategies in place prior to the adoption of both agendas, but that there would be a need to further develop knowledge management, human capital, technological innovation and smart industrialization to better harness both frameworks. It was recommended that in capacity development of Africa's Public Sector Institutions, emphasis should also be put on developing competences for transformational leadership to sustain the momentum for transforming Africa's development for sustainable development

2: On the criticality of partnerships and collaboration in capacity development: Participants emphasised the importance of partnerships and collaboration in developing governance and Public Administration and service delivery capacities in Africa. Besides the Symposium serving as a platform to build opportunities for partnerships for schools and governments, the need for strengthening partnerships through multilateralism to enhance public service delivery in the east African region was stressed. Also, the introduction of AUDA-NEPAD to the participants was seen as another enhanced opportunity for partnerships between new institutions, schools, governments, and UN DESA in capacity development. It

was noted that besides being critical to capacity development in public sector institutions, it is part and parcel of SDG 17 and should be pursued in a sustained way.

3: On the impact of corruption on public service delivery and sustainable development goals and the strong need for accountable institutions: Corruption was identified as one of the most negative forces playing against pursuing effectiveness, inclusion, equity, and accountability in Public Sector Institutions. It was underscored that improvements in anti-corruption needs to be pursued at the national, local and community levels. Participants recommended a comprehensive societal and holistic approach in fighting corruption to shift values in society including family and enhance competences in ethics and professionalism in public sector institutions, transparency and accountability mechanisms in government and governance in general. Participants noted that SDG 16 is key to the achievement of all the other SDGs, to build effective, accountable and inclusive institutions at all levels. They also underscored that good governance is an accelerator of SDG implementation adding that in the context of corruption good governance and accountable institutions cannot exist and that weaknesses in public administration capacity has constituted a bottleneck in achieving SDGs for many African countries. The 11 principles of effective governance focusing on effectiveness, accountability and inclusiveness should be put into practice to achieve Agenda 2063 and the 2030 Agenda.

4: On inclusion, involvement and engagement of all stake holders and actors at all levels in the context of a human rights approach to sustainable development: The Symposium emphasised the importance of inclusive service delivery, the need to bring in the youth, women, people living with disabilities, the elderly etc as key partners and not just beneficiaries of development. It was recommended that the capacities of all these stakeholders and actors must be developed to fully engage them in meaningful development throughout the cycle of programming, implementation, monitoring and evaluation. There is a need for a holistic approach to ensure that women and girls are empowered at all levels. Underscoring that no one is immune to disability, participants recalled that disability rights are fundamental human rights.

5: On the necessity of evidence-based public policymaking: Participants observed that public policies which guide public sector leaders and public servants in delivering public services to achieve SDGs need to be made, implemented, monitored and evaluated based on clear and accurate evidence. This brought to the fore the necessity of big data and information management systems, analytics and related competences in the public service. Research institutions such as universities, Institutes and schools of public administration and other MDIs were called up on to enhance their research capacities and collaborate with public sector institutions to always ensure that the outputs of their research are fed into public policy making, implementation, monitoring and evaluation processes. It was also noted that some of the biggest challenges facing Africa including climate change and poverty eradication need intensive research and innovation to be addressed.

Background

In 2015, the African Union (AU) adopted the Agenda 2063: The Africa We Want, as "both a Vision and Action Plan ... a call for action to all segments of African society to work together to build a prosperous and united Africa based on shared values and a common destiny." It is "a strategic framework for the socio-economic transformation of the continent" creating a roadmap for the continent's pursuit for inclusive, transformative and sustainable development. In the same year, a united African voice joined world leaders at the United Nations Headquarters in New York and adopted the 2030 Agenda for Sustainable Development titled "Transforming Our World: The 2030 Agenda for Sustainable Development" and the Sustainable Development Goals (SDGs).

The 2030 Agenda for Sustainable Development recognizes the need to build peaceful, just and inclusive societies that provide equal access to justice and that are based on respect for human rights (including the right to development), on effective rule of law and good governance at all levels and on transparent, effective and accountable institutions" (A/RES/70/1, para. 35). Goal 16 of the 2030 Agenda specifically calls for effective, accountable and inclusive institutions at all levels.

An integrated and coordinated implementation of both strategic frameworks, Agenda 2063 and the global 2030 Agenda, offers Africa a unique opportunity to undergo a positive socio-economic transformation while preserving the environment. Sustainable development is at the heart of both strategic plans and in the 2030 Agenda. It is defined as the pursuit of "five Ps": People, Planet, Prosperity, Peace, and Partnerships to effectively address the two biggest challenges of poverty eradication and climate change.

Good practices, lessons, and challenges in East Africa are already emerging. These have been presented at the United Nations High-Level Political Forum on Sustainable Development (HLPF) where six East African countries presented their VNRs, such as Rwanda and Tanzania in 2019, Ethiopia and Kenya in 2017, Madagascar and Uganda in 2016. For instance, in its 2019 Voluntary National Review, Rwanda notes that "1. Visionary leadership, effective governance, and accountability are critical for the achievement of the SDGs, 2. Home-Grown Solutions rooted in the Rwandan culture are resource-efficient and play a major role in enhancing ownership and accelerating development outcomes. 3. A full integration of SDGs in the national planning and monitoring framework is critical for effective implementation."[1] During the 2020 HLPF, East African countries such as Mozambique will be presenting their Voluntary National Reviews where SDG 1, SDG 2, SDG 3, SDG 5, SDG 9, SDG 14 and SDG 17 will all be reviewed for a second time since 2017.

Against this backdrop, UN DESA's Division for Public Institutions and Digital Government, with support from its Project Office on Governance (UNPOG) and in collaboration with the Government of Kenya and the African Union Development Agency-NEPAD (AUDA - NEPAD), organized a symposium under the theme *"Strengthening Capacities of Public Institutions for Transformational Leadership, Innovation and Inclusion to Realize the 2030 Agenda for Sustainable Development and Agenda 2063 in East Africa"* to enhance public servants' capacities in East Africa.

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[1] Rwanda 2019 Voluntary National Review. Accessed at:
https://sustainabledevelopment.un.org/content/documents/23069Rwanda_Main_Messages_VNR_Rwanda_R
evised_with_word_limit.pdf

Introduction

The Symposium on "Strengthening Capacities of Public Institutions for Transformational Leadership, Innovation, and Inclusion to Realize the 2030 Agenda for Sustainable Development and Agenda 2063 in East Africa" took place from 16 to 18 October 2019 at the Kenya School of Government, Kenya. The Symposium was organized by UN DESA's Division for Public Institutions and Digital Government, with support from its Project Office on Governance (UNPOG) and in collaboration with the Government of Kenya and the African Union Development Agency-NEPAD (AUDA - NEPAD).

The main objective of the Symposium was to strengthen the capacities of government officials in East Africa to transform their own public institutions and accelerate the achievement of the 2030 Agenda and Agenda 2063. The Symposium aimed to reflect on how best to mobilize, organize and equip institutions to effectively promote sustainable development by taking stock of progress made in the implementation of both agendas.

It also provided a platform to discuss how to promote government innovation for the social inclusion of vulnerable groups, with a focus on youth, gender, and persons with disabilities. It engaged with the task force of schools of public administration from East Africa under the Global Initiative of Schools of Public Administration to Implement the SDGs. The aim was to develop and update public service training curricula and public service performance management frameworks, integrating key competencies and skills needed for public servants to implement the 2030 Agenda.

Participants

The Symposium brought together about 145 participants from 15 countries in the East Africa region and other countries such as Botswana, Ghana, South Africa and the Republic of Korea. Participants included mixed delegations of senior government officials from target countries, in particular, SDG focal points, Ministries or other entities in charge of public administration and/or overseeing public service management; schools of public administration or institutes of public management; non-governmental organizations (NGOs), research institutes; and international organizations including the United Nations High Commissioner for Refugees (UNHCR) and United Nations Economic Commission for Africa (UN ECA).

Thematic Focus

The 2063 Agenda and the 2030 Agenda will not be realized unless public institutions in Africa become more effective, accountable and inclusive and services are delivered in a more equitable manner, considering the needs of the most vulnerable groups in society. Since the adoption of the 2030 Agenda, Africa has recorded sustained and impressive economic growth. However, Africa's growth needs to be more inclusive and translated into jobs and improved well-being for all, with a particular focus on sustainability. Despite encouraging progress, poverty and inequality remain two of the major challenges across the continent.

The SDGs, as an integrated framework, call for a whole-of-society approach, and many countries have been moving in this direction. National mainstreaming of the SDGs through a whole-of-government approach that ensures policy coherence and coordination across government is critical to foster national ownership and to address the inter-linkages among the SDGs and their targets.

While countries in East Africa have recorded great progress in establishing democratic governance systems, significant efforts and country-level commitments are needed to consolidate good governance and build lasting peace. The principles of effective governance for sustainable development highlight the need for pragmatic and ongoing improvements in national and local governance capabilities to reach the SDGs, through the focus on effectiveness, accountability, and inclusiveness.[2]

The Symposium provided the opportunity to discuss public administration innovations in key SDGs areas from a public administration perspective, particularly through the following three themes:

Promoting Transformational Leadership and Strengthening Public Servants' Capacities to Realize the SDGs

Transformational leadership for achieving sustainable development begins with good governance. Implementation requires a sustained, exemplary leadership that is transparent, inclusive and attentive to people's needs. In fact, implementation should be framed based on the needs voiced directly by the people. Transformational leadership is key to transforming government institutions and internalizing new values and behaviours to achieve the SDGs. Indeed, to achieve the SDGs and the principle of leaving no one behind, public servants must change their beliefs, attitudes, and behaviours to align them with the new and/or revamped institutions being set up to spearhead SDG implementation.

The 2030 Agenda depends on reversing low levels of motivation, commitment and job satisfaction in the public service as organizations are made up of people and the state of public service motivation enables government capacity to deliver the SDGs (UN, 2016). Many African countries have started to reshape civil service with a series of reforms that are aimed at integrating sustainable development into public administration. Strengthening the capacities of public servants is key to the success of any institutional reform. Governance transformation and public sector innovation cannot happen without competent and motivated public servants. It is necessary to equip public servants with the capacities to bolster cooperation between levels of government and across government departments.

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[2] E/2018/44-E/C.16/2018/8, para. 31

Promoting Governance Transformation, Public Sector Innovation, and Inclusion of Vulnerable Groups in Service Delivery

There is a need to take stock of what lessons have emerged in building effective, accountable and inclusive institutions and to deepen the understanding and knowledge of what it takes to promote transformation, innovation and leadership in the public sector to realize the SDGs. The transformation that will lead Africa to achieve sustainable development will depend on several factors. These include transforming institutions, organizations, and mindsets to embrace the values and principles that are embedded in the 2030 Agenda and the 2063 Agenda, such as equity, integration, leaving no one behind, innovation, collaboration, among others.

Good governance, strong and effective institutions, availability of financial resources, the right policy mix, the efficient use of resources, access to environmentally-friendly technology and innovations, human and institutional capacity development as well as strengthened and sustained international partnerships will together help ensure that East Africa will transform effectively and achieve sustainable development. Strengthening public institutions for transformation must be coupled with public sector innovation.

Inclusive Service Delivery – the Critical Role of Gender Equality, Youth and Persons with Disabilities

Achieving the global Agenda on sustainable development is unlikely to occur if vulnerable groups are not part of the process of change. Women and vulnerable groups, such as youth and persons with disabilities, can contribute significantly to advancing sustainable development if they are fully included in decision-making processes and service delivery. It is, therefore, important to identify practical and tangible solutions for ensuring the inclusion of women, youth and persons with disabilities in public service delivery.

Gender Equality. Women's rights are hampered by limited access to social services along with "entrenched gender discrimination" especially in sub-Saharan Africa. Gender equality is recognized as not only a fundamental human right but a necessary foundation for a peaceful, prosperous and sustainable world. Women have the right to equality in all areas. The 2030 Agenda and Africa's Agenda 2063 will be within reach only when women's political participation and leadership and economic empowerment are advanced.[3]

Youth. The share of Africa's youth in the world is forecasted to increase to 42 percent by 2030 and is expected to continue to grow throughout the remainder of the 21st century, more than doubling from current levels by 2055[4]. The African continent's youthful population presents a powerful opportunity for accelerated economic growth and innovation. Yet this demographic trend also presents economic and social challenges, as well as implications for peace and security.

Persons with Disabilities. Disability inclusion is not only a fundamental human right, but it is also "central to the promise" of the 2030 Agenda on Sustainable Development[5]. In Africa, an estimated 60-80 million people are living with disabilities today. Persons with disability are estimated at 10 percent of the general African population, but possibly as high as 20 percent in

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[3] http://www.dirco.gov.za/department/agenda2063/au_agenda_2063_report.pdf

[4] https://www.un.org/en/africa/osaa/peace/youth.shtml

[5] UN Secretary-General António Guterres at the 2019 annual conference on the Convention of the Rights of Persons with Disabilities.

the poorer regions[6]. Main barriers to disability inclusion entail discrimination and stigma on the ground of disability, lack of accessibility to physical and virtual environments, and lack of access to essential services etc.

Key Policy Messages and Lessons Learned

The Symposium provided a platform to share strategies, innovative practices and lessons learned on how to promote government innovation for social inclusion of vulnerable groups, with a focus on youth, gender, and persons with disabilities. For three days, participants deliberated on how to strengthen the capacities of government officials in East Africa to transform their public institutions and accelerate the achievement of the 2030 Agenda and Agenda 2063. It noted that the 2063 Agenda and the 2030 Agenda will not be realized unless public institutions in Africa become more effective, accountable and inclusive and unless services are delivered in a more equitable manner, considering the needs of the most vulnerable groups in society. The Symposium witnessed great innovation and inventions whiles it discussed some of the challenges public institutions in Africa are confronted with and highlighted possible solutions for advancing sustainable development.

The Symposium identified eight key themes that resulted in a number of key recommendations and lessons learned.

Transformative leadership

- Transformational and innovative leadership is critical in achieving the 2030 Agenda and the Agenda 2063. Public servants are instrumental in helping Africa realize these agendas through deploying their best technical capabilities.
- Fully engaged and empowered citizenry is necessary to drive structural transformation in order to promote inclusiveness, accountability and sustainability.
- Transformational leadership cannot be mobilized if there is no shared strategy in place.
- Transformational leadership requires new mindsets and new competencies of public servants.
- Transformational leadership was also highlighted as a contributing factor for innovation and inclusion of the most marginalized during the site visit that took place as part of the Symposium, specifically in relation to the Water Sector Trust Fund, a 2019 UN Public Service Awards Winner.

Effective, accountable and inclusive institutions

- SDG 16 is key to the achievement of all the other SDGs, to build effective, accountable and inclusive institutions at all levels.
- Governance is an accelerator of SDG implementation and lack of public administration capacity has constituted a bottleneck in achieving SDGs for many African countries.

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[6] https://www.disabled-world.com/news/africa/

Implementation of the Agenda 2063 and the 2030 Agenda

- Before the 2030 Agenda was adopted, many African countries had already conceived strategies to transform their countries.
- The 2030 Agenda and the 17 SDGs came as a global commitment further solidifying Africa to transform the lives of its people.
- To better implement the two frameworks, Agenda 2063 and 2030 Agenda, there is a need to harness knowledge management, human capital, technology innovation, and smart industrialization.
- It is critical to be aware of the comparative advantages of individual countries to strategize for the Africa we want.
- An enabling environment, intersectoral coordination, multi-stakeholder engagement and the harmonization of policy plans are imperative for the effective implementation of the SDGs.
- It is important to improve on monitoring and accountability processes, data collection and information sharing, in advancing SDG implementation and to ensure that no one is left behind.
- Development does not exist if there is no peace and security. You need to be at peace to articulate clearly your moves.

Evidence-based policymaking and emerging challenges

- Engaging in training and research to ensure evidence-based policy making is critical to advancing sustainable development.
- Emerging challenges, such as climate change, require sustained innovation in research and policy making, specifically through the continuous review of curricula for schools of public administration.

Partnerships

- The Symposium created an opportunity for different schools and governments to share experiences and enter into partnerships in order to enhance public service delivery in the east African region.
- New flagship programmes will need to be established to strengthen human and institutional capacity, including by building partnerships with academia.
- AUDA-NEPAD and UN DESA together with schools of public administration and governments in the region are committed to working together in the area of capacity building.
- The idea of multilateralism can also mean south-south cooperation. There is a range of countries coming together.

Effective governance, anti-corruption, and transparency

- The 11 principles of effective governance were highlighted. The principles focus on effectiveness, accountability and inclusiveness. The purpose of the voluntary principles is to provide practical, expert guidance to interested countries in a broad range of governance challenges associated with implementation of the 2030 Agenda.
- The question was raised as to whether effective governance is an input or an output? A good society based on the principles of effective governance is a good output.

- Public governance and the delivery of innovative public services to those at the local level, and most especially to vulnerable groups, is what the SDGs is all about, thus this process rests on a whole of government approach.
- A whole of government approach, which includes both vertical and horizontal integration, must be grounded in public service institutions, collaborating across sectors to achieve a shared objective, including the SDGs.
- A whole of government approach is important for enhancing national-local institutional effectiveness, localizing the SDGs, and bolstering local action.
- Public governance can be perceived as a structure, process and dynamism of decision making by diverse public institutions to ensure societal well-being.
- There is no one size fits all approach and not all countries follow the same process of decentralization.
- Improvements in anti-corruption should happen at the national level, where policies and strategies on strengthening of governance as a whole are developed. Implementation and enforcement of these policies are imperative.
- When addressing the issue of corruption, there is often a tendency to look for someone to blame. Yet, it is not just about the politicians, it begins at home. The macro level alone cannot be blamed; all individuals play an important role in upholding the value of integrity.
- Managing self-interest is the best approach to prevent corruption.

Inclusive Service Delivery

- There is the need to commit significant investments into youth programmes to harness their potential for achieving the 2030 Agenda and Agenda 2063.
- The youth are key partners and not just beneficiaries of development. The capacities of the youth must be built to fully engage them in meaningful development.
- While the continent of Africa has made much progress in terms of legal and development frameworks, there is still the need for a holistic approach to gender equality to ensure that women and girls are empowered at all levels.
- It is not enough to simply develop policies for the empowerment of women and youth, it is essential to also translate such policies into improved livelihood and empowerment of women and youth.
- Disability rights should be considered fundamental human rights. No one is immune from disability.

Voluntary National Reviews - Monitoring and Evaluation of SDG Implementation

- Countries that undertake a Voluntary National Review (VNR) should adopt an inclusive approach by having in place institutional structures and mechanisms that allow for participation of all people and by engaging all stakeholders, especially the private sector.
- Lack of data and sufficient capacity are big challenges in the east African region.

Key Outcomes

Agenda 2063, SDG Implementation and the Crosscutting Roles of Public Institutions

- Agenda 2063 is based on the seven Aspirations, such as inclusive growth and sustainable development, integrated continent, good governance, peaceful and secure Africa, strong cultural identity, people-driven development, and strong, united, resilient and influential global player and partner, that can be actualised through capable and transforming institutions as key drivers.
- AUDA-NEPAD has a mandate that focuses on institutional development, innovative means of implementation driven by capable public institutions, transformational leadership capacities for inclusiveness and effective development results, effective & performance enhancing public institutions responsive to national and regional development, citizen engagement and empowerment and decentralization bringing in citizen demands into whole national developing process and into regional development.
- The 11 principles of effective governance focus on effectiveness, accountability and inclusiveness. There is no contradiction between the principle of self-reliance and the principle of collaboration and partnership.
- The high degree of decentralization and/or a high quality of democracy, as noted in the 2018 World Public Sector Report, promotes good governance and in turn the provision of high-quality public services.
- Localizing the SDGs must ensure that national budgeting includes local governments and that local government resources match the decentralized responsibilities they are tasked with.
- The 17 Sustainable Development Goals are part of 2030 Agenda and transformational leadership must exist at each and every level - national and local, in every sector, public, private and civil society, in every enterprise.
- There is a need for strong alignment in terms of priorities funding and a common basket to find the process.
- UN DESA has diverse way to share information on best practices and experiences such as symposium and multi-country workshops. It is suggested to use the opportunity like international workshops and symposiums that can be the platform for further cooperation.
- It is not good governance to plan with appropriation and then go and do different things.

Inclusive Governance and Transformational Leadership

- Transformational leadership is capable of transforming individuals, organisations, institutions and create a good society that is resilient and ready to continuously face the challenges of the future that emanate from an ever changing social economic and environmental world. In light of this, transformational leadership is a critical requirement for ensuring sustainable development.
- Transformative, Innovative and Ethical Leadership is critical to achieve the Sustainable Development Goals (SDGs) and the continent's Agenda 2063, a home-grown strategic framework for socioeconomic transformation by 2063. Transformative leadership requires developing and persuasively communicating an agenda for long-term success, fostering supportive institutions, and creating short-term opportunities as an additional incentive.

- Despite the crucial role of transformative leadership, limited resources have been dedicated to building it. Capacity development initiatives for transformative leadership have been sporadic, uncoordinated, and not sustained. This makes a strong case for a coordinated leadership capacity development programme as a priority to cover all sectors at all levels.
- The goals of Agenda 2030 for sustainable development and Agenda 2063 on *The Africa We Want* reflects commitments to economic growth, wealth with equity, social economic prosperity, and social justice.
- Natural resources and human capital are the prerequisites for attainment of SDGs and Agenda 2063. Leadership, in particular transformative and innovative leadership, is the essential in realizing SDGs and Agenda 2063.
- Countries need to do more and faster to demonstrate the determination to implement the 2030 Agenda and achieve the SDGs, while working on strategies to accelerate the implementation of the SDGs in the remaining decade.

Inclusive Service Delivery and Youth - Engagement and Employment

- Youth must participate in public governance as partners and not just beneficiaries of work. It is therefore important to conduct meaningful adolescent and youth engagement (MYE) audits, encourage youth participation in political processes, especially females.
- Lessons learned in policy implementation requires that the youth become part of solution for their own problems with shared responsibility as key actors. Youth issues must be a major priority area in any political, social and economical sphere of every development plan.
- There is the need to develop audit instruments to check meaningful youth engagement in the decision-making.
- Encourage young people to build their capacity to be employable and maximize opportunities while working with existing youth networks rather than creating a whole new network.
- There are institutional and systemic challenges faced by young people in accessing political spaces and opportunities.

The Critical Role of Gender Equality

- Since the debate on the critical role of gender equality is inconclusive, politicians must be at the frontline fighting for policies that affect the growth and development of women and the girl child. It is important to institutionalize the position for women in all poverty reduction initiatives.
- Gender equality must be a cross-cutting issue as well as an indicator or a measure in the national monitoring and evaluation tools. Gender equality must be included in the education systems with gender-disaggregated data being part of national database.
- It is not enough to just integrate gender and equity issues in programming and training, but it is important to develop specific programmes targeted at women. Governments must create gender-responsive environment that can support women public officers to be able to find an environment that supports and allows them to fully participate in training.
- Important to integrate African concepts of gender and equity into the development agenda, identify best practices in African culture and practice to strengthen gender and equity approach and continue to train and expose leaders and technical officers.

- Women in Africa are largely not engaged in politics due to victimization and criminalizing young people who are activists.
- It is important to reduce regulatory burden on economic activity and monitor progress to strengthen policies to support the employment of women to improve efficiency of service delivery and strengthen the social safety net.
- Disparities still exist such as deprivation of access to resources, traditionally discriminated, unequal participation, high care burden, vulnerability to physical, emotional or sexual violence, and female genital mutilation, marginalized members' of society & skewed income inequality, low level of awareness on rights and ability to seek enforcement.
- **I**t is important to make politics as the entry initiative for gender equality taking into consideration social context. The mind-set of the whole society needs to be changed to bring a holistic change in all regions. This should be comprehensive and supported by data.
- To increase women's participation to ensure their empowerment, it is important to work with parliaments to have women's voices reflected in public policies across all departments and ministries.
- Gender equality is a human right and critical to achieving the SDGs, hence, it is important to unpack the meaning of gender to fully understand the main constraints and enablers to reducing gender inequality globally.
- There is a need for good practices on how to tackle these cultural barriers. Even though much progress has been made in terms of policies and frameworks like the SDGs, there is a call to change from rhetoric to action.
- Even though conscious efforts are being made in terms of budgetary allocations, national development plans and equal cabinets seats of women, much more needs to be done in order to tackle gender inequality.
- Innovation plays a considerable strategic role in fostering long term gender responsive development.
- Culture continues to play a big role in how gender issues are perceived and addressed, and these are projected in the institutions edging out women and youth from key leadership positions and development initiatives.
- Any support to women and youth actors should build on the roles they are already playing in value chain development such as instituting innovative funding mechanisms to improve their access to resources; strengthening value chain segments with high prospects for women and youth empowerment.

Ensuring Access to Public Services for Persons with Disabilities

- Despite the strong commitment expressed by the international community for an inclusive, accessible and sustainable 2030 development agenda, persons with disabilities continue to face significant challenges to their full inclusion and participation in society and development.
- To improve access to public service for persons with disabilities, it is critical to promote the social inclusion of persons with disabilities, with new approaches and tools to work for and with them.
- Efforts on inclusion could not work in silos, addressing inclusion at a system-level and in a comprehensive manner works more effectively and more sustainably.
- Leaving no one behind is impossible with "business as usual". It requires innovation and challenging norms and working to achieve one goal also contributes to the achievement of the other goals, therefore, the SDGs are highly interdependent.

- It is important to learn how others have ensured disability-inclusive budgeting across government ministries and departments as this is the best way to achieve full inclusion.
- Data and figures speak strongly to cases of inclusion, hence more data is needed on the pros and possible cons of exclusion at all sectors.
- Deploying clear commitment from the government and anticipating progressive ownership is a must in all initiatives being piloted by CSOs.
- Citizens need to be taught how to hold governments accountable and make them understand the sense of the social contract.
- Human rights and political commitments need to be strongly aligned with the budgetary figures. Ratifying conventions and enacting policies is necessary to realize the SDGs, but not sufficient. Talks should be accompanied by allocating the adequate token of resources.
- Address fundamental barriers causing exclusion of persons with disabilities such as discrimination, lack of accessibility, lack of access to assistive technology and to rehabilitation.
- Mainstream disability in the implementation of the SDGs and prioritize progress in SDGs that can catalyse progress across all SDGs.
- Invest in monitoring and evaluation of progress towards the SDGs for persons with disabilities.
- Strengthen the means of implementation of disability-inclusive development
- The government should raise awareness among public servants on the special needs of vulnerable groups in setting government policies and designing services for their social inclusion.
- Accessing essential public services is basic human rights, and social media could be an effective instrument for the awareness-raising among citizens on their rights.
- Measuring the accessibility and usage of digital public service by vulnerable groups through continuous monitoring and assessment is necessary.
- Public services are increasingly digitized, improving digital literacy on one hand and protecting the privacy of vulnerable groups to build digital trust in government, on the other hand, are critical for improving access to public services by vulnerable groups.
- The government should create innovative partnerships and collaboration with other stakeholders, including CSOs advocating rights of vulnerable groups, private sector, academia, and vulnerable groups on their own, to co-design and co-create public service to the specific needs of vulnerable groups.

Strengthening Capacity Building and Partnerships

- Government alone cannot effectively address the diverse and complex demands of vulnerable groups. Strong collaboration with various stakeholders, such as the private sector, international development partners, civil society organizations, and local communities, is required.
- Establish and strengthen effective collaboration, not only between government agencies at the national and sub-national levels but also with other stakeholders, such as the private sector, civil society organizations, and international agencies.
- Strengthen the capacities of public institutions to produce and analyze disaggregated and reliable data about the vulnerable groups for better policy planning, implementation, and monitoring.
- Mobilize sustainable financing for these efforts to improve public service delivery, which ties into the larger issue of mobilizing new streams of financing for development.

- Partnerships are the building blocks for sustained knowledge sharing, co-creation of knowledge between institutions and countries and organizations.
- Financially excluded persons are faced with high interest rates. It is recommended that policymakers and public officials to initiate policies to lower interest rate to promote financial inclusion of vulnerable groups.
- The alignment and harmonization of national development plans with budgetary plans is significant to realize the SDGs.
- Due to the complexities in defining vulnerability and the multidimensional nature of vulnerability, multiple methodologies and data sources need to be leveraged to better identify the specific vulnerability of each group.

Follow up

- Based on the outcome of the Symposium and results of the evaluation carried out in accordance with the co-organizers' monitoring and evaluation frameworks, DPIDG/UN DESA will follow up on the key recommendations that emerged from the discussions. This will help to better determine the impact of Symposium on participants' knowledge, skills and attitudes.
- Following from the expression of key commitment's participants made, DPIDG/UN DESA will follow up to make sure they are acted on and implemented based on the lessons learned. Partnerships initiated as a result of the Symposium will be facilitated and further enhanced to deepen all inter-country partnerships and cooperation established among member countries.
- Similarly, DPIDG/UN DESA will follow up on the implementation of the action plans developed during the Symposium to ensure and strengthen the capacities of public institutions to implement the SDGs in an integrated, effective, transparent and accountable manner.
- DPIDG/UN DESA will undertake a post-programme evaluation after six months of the Symposium to examine the impact and implementation of actions based on commitments made as a result of the Symposium.
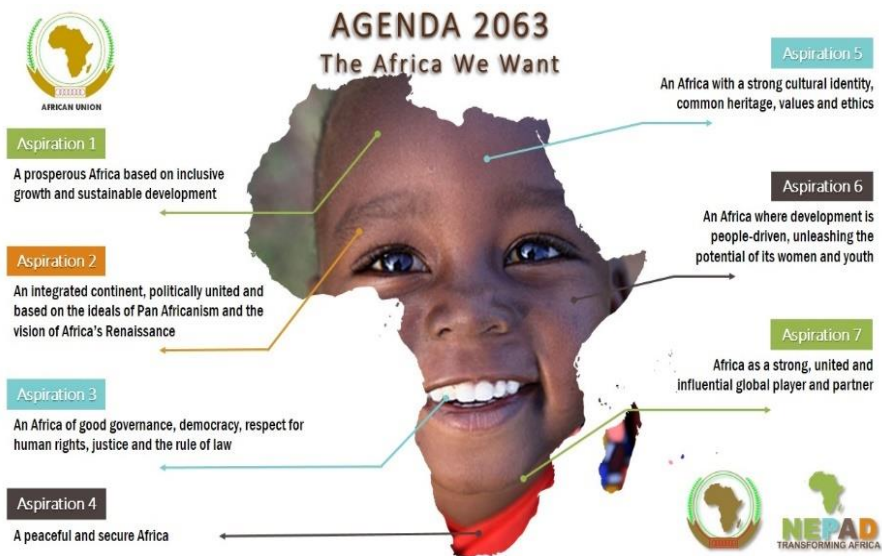
Conclusion

Resulting from the conclusions of the Symposium, it was evident that SDG 16 is key to achieving all the other SDGs, particularly by building effective, accountable and inclusive institutions at all levels. Other key outcomes drawn from the Symposium include:

- **Transformative and innovative leadership is critical** in achieving the 2030 Agenda and the Agenda 2063. Public servants should be equipped with new capacities to achieve both Agendas in the region.
- **Urgency in putting principles of effective governance into practice for anti-corruption and enhancing transparency.** The 11 principles of effective governance focusing on effectiveness, accountability and inclusiveness should be put into practice to achieve Agenda 2063 and the 2030 Agenda.
- **It is critical to improve inclusive service delivery to ensure that no one is left behind.** There is the need to commit significant investments into youth, women and person with disabilities programmes to harness their potential for achieving the 2030 Agenda and Agenda 2063.
- **Strong need to effectively harness knowledge management, human capital, technology innovation, and smart industrialization to implement Agenda 2063 and the 2030 Agenda.**

- **Lack of public administration capacity is hindering the implementation of both Agendas.** Governance is an accelerator of SDG implementation and lack of public administration capacity has constituted a bottleneck in achieving SDGs for Eastern African countries.
- **Strengthening partnership is important.** The Symposium has created an opportunity for different schools and government institutions to share experiences and enter into partnerships to enhance public service delivery in the east African region.
- **Inclusive approach to Voluntary Nation Reviews (VNR).** The VNR should take an inclusive approach through a good institutional setting and engaging all stakeholders especially the private sector.
- **Great potential for collaboration with KSG and AUDA-NEPAD and big demands for capacity support.** During the Bilateral Meetings, the Kenya School of Government and AUDA-NEPAD expressed their willingness and commitments for greater partnership with DPIDG/UNPOG on future collaborative work in East Africa. Government officials from Ethiopia, Mozambique and South Sudan expressed their excitement and welcomed any capacity support from DPIDG/UNPOG for equipping public servants and strengthening public institutions.
- The Symposium, as the first UNPOG/DPIDG/UN DESA's collaborative initiative in East Africa, provided a unique opportunity to build networks with countries and develop a better understanding of capacity needs of the region for future capacity development programme to assist countries in their efforts to achieve both Agendas. The aforementioned recommendations are considered very useful to developing much improved programme contents based on the lessons learned in future capacity building activities.

Annex

AGENDA

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Day 1 – Wednesday, 16 October 2019		
Time	**Agenda Item**	**Objective**
08:00-09:00	**Registration and Coffee**	
09:00-09:40	**Opening Session** **Master of Ceremonies: Ms. Prisca Oluoch,** Kenya School of Government **Welcome Remarks** **Mr. Ludeki Chweya,** Director General and Head of Kenya School of Government, Kenya **Ms. Fathiaa Abdalla,** UNHCR Representative in Kenya **Dr. Jeremy Tinga Ouedraogo,** Head of NEPAD Agency West Africa Regional Office, AUDA - NEPAD	
09:40-09:45	**Group Photo Session**	
09:45-12:00	**Plenary Session I - Reviewing the Progress of Agenda 2063 and SDG Implementation at the Regional Level and the Crosscutting Roles of Public Institutions and Transformational Leadership** **Moderator: Mr. Keping Yao,** Senior Governance and Public Administration Expert, United Nations Project Office on Governance (UNPOG), Division for Public Institutions and Digital Government (DPIDG), UN DESA **Strengthening Public Institutions in the Context of Agenda 2063: The role of the African Union Development Agency** **Ms. Florence Nazare,** Head, Centres of Excellence Management Division, AUDA-NEPAD **Principles of Effective Governance for Sustainable Development** **Mr. John-Mary Kauzya,** Chief, Public Services Innovation Branch, DPIDG/UN DESA **Whole of Government – Integrated Planning to Localize SDG Progress** **Mr. Chae Gun Chung**, Head of UNPOG, DPIDG/UN DESA **The Role of Transformational Leadership** **Mr. John-Mary Kauzya,** Chief, Public Services Innovation Branch, DPIDG/UN DESA **Regional Challenges and Gaps in Governance Capacities** **Ms. Fathiaa Abdalla,** UNHCR Representative in Kenya **National Review on the Progress of SDG Implementation – Challenges and Lessons in the Case of Mozambique** **Mr. Salvo Tchamo,** Monitoring and Evaluation Officer, Ministry of Land, Environment and Rural Development, Mozambique	
11:20 – 11:30	**Coffee Break**	
11:30 – 12:00	**Interactive discussion**	

Time	Agenda Item	Objective
12:00-13:30	**Lunch**	
13:30-17:00	**Site Visit** **Huduma Service Delivery Centers (2015 United Nations Public Service Awards Winner)** **Water Sector Trust Fund (2019 United Nations Public Service Awards Winner)**	This session will include the travel and activities to the various designated sites for the field trip.
18:00 – 19:30	**Welcome Dinner**	

End of Day One

	Day 2 – Thursday, 17 October 2019	
Time	**Agenda Item**	**Objective**
09:00-09:30	**High-Level Session** **Master of Ceremonies: Ms. Prisca Oluoch,** Kenya School of Government **Keynote Speech** • **Ms. Margaret Kobia,** Ministry of Public Service, Youth and Gender Affairs, Kenya and Member of the United Nations Committee of Experts on Public Administration • **Mr. Torome Saitoti**, Permanent Secretary, State Department of Planning, Kenya	
09:30-10:20	**Plenary Session II - Leaving No on Behind: Inclusive Governance and Transformational Leadership** **Moderator: Ms. Florence Nazare,** Head, Centres of Excellence Management Division, AUDA-NEPAD **Recap from Previous Day (Plenary Session I and Site Visit)** **General Rapporteurs** • **Ms. Rachael Ngesa,** Head of Research & Advisory Services, Kenya School of Government, Kenya **Supported by** • **Mr. Simen Gudevold,** Sustainable Development Officer, DPIDG/UN DESA • **Mr. Samuel Danaa,** Associate Capacity Development Expert, UNPOG/DPIDG/ UN DESA **Mainstreaming Transformational Leadership and the Principle of Leaving No One Behind in the Curricula of Schools of Public Administration** • **Mr. Ludeki Chweya,** Director General, Kenya School of Government **Interactive Discussion**	
10:20-10:30	**Coffee Break**	
10:30-12:00	**Two Parallel Working Groups**	

Working Group I - Session 1	Working Group II - Session 1
Inclusive Service Delivery and Youth - Engagement and Employment	**Regional and National Perspectives on Transformational Leadership and Integrity for the 2030 Agenda**
Moderator: Ms. Barbara Glover, Centres of Excellence, AUDA - NEPAD	**Moderator: Ms. Catherine Bitarakwate,** Permanent Secretary, Ministry of Public Service, Uganda
• **Ms. Natalie Sonia Mukundane Kyamutetra**, African Youth Commission, Kenya • **Ms. Gogontlejang Phaladi**, Pillar of Hope Organization • **Mr. Dawud Mume Ali,** Director of Plan and Budget, M&E Directorate, Environment, Forest and Climate Change Commission, Ethiopia • **Ms. Anjara Manantsara**, General Director of Decentralization, Ministry of Interior and Decentralization, Madagascar	• **Ms. Eunice Ajambo,** Economic Affairs Officer, United Nations Economic Commission for Africa (ECA) • **Dr. Jeremy Ouedraogo,** Regional Director, AUDA - NEPAD • **Mr. Endale Haile, Chief,** Ombudsman, Ethiopia • **Mr. Guy Kawanga,** Monitoring and Evaluation Officer, Office of the Ombudsman of Malawi, Malawi • **Mr. Paul Gaul Atem,** Dean, School of Public Service, University of Juba, South Sudan
Interactive Discussion	**Interactive Discussion**

12:00 – 13:30	Lunch

13:30 – 15:00   Two Parallel Working Groups

Working Group I – Session 2	Working Group II – Session 2
Inclusive Service Delivery – the Critical Role of Gender Equality	**Methodologies to Effectively Change Mindsets and Competencies of Public Servants to Implement the SDGs**
Moderator: Ms. Abiola Shomang, Knowledge Management Division, AUDA - NEPAD	**Moderator: Mr. John-Mary Kauzya,** Chief, Public Service Innovation Branch, DPIDG/UN DESA
• **Ms. Hyeon-Suk Lyu,** Director, Center for International Development and Cooperation, Korea Institute of Public Administration (KIPA), Republic of Korea • **Mr. Arigye Angelo Eugine,** Expert on Public Sector Planning, National Planning Authority, Uganda • **Ms. Nadine Nimbabazi,** Director General of Public Services, Ministry of Civil Service, Labour & Social Security, Burundi • **Mr. Kenneth Atim,** Principal Policy Analyst, Civil Service College, Uganda • **Mr. Berhanu Feyisa,** Deputy Commissioner, Civil Service Commission, Ethiopia	• **Mr. Ludeki Chweya,** Director General, Kenya School of Government, Kenya • **Mr. Alexis Ndabarushimana,** Directeur Adjoint Chargé, Formation Diplômante et de la Recherche à l'ENA/Bujumbura, Burundi • **Mr. Enos Njeru,** Principal, College of Humanities and Social Sciences, University of Nairobi, Kenya
Interactive Discussion	**Interactive Discussion**

15:00-15:30	Coffee Break

15:30-17:00   Two Parallel Working Groups

Working Group – I Session 3	Working Group II - Session 3
Inclusive Service Delivery – Ensuring Access to Public Services for Persons with Disabilities	**Promoting Principles, Values and Competencies for Leaders and Public Servants in the context of the 2030 Agenda**
Moderator: Mr. Samuel Danaa, Associate Capacity Development Expert, UNPOG/DPIDG/ UN DESA	
• **Ms. Yetnebersh Nigussie,** Director for Advocacy and	• **Mr. John-Mary Kauzya,** Chief, Public Service Innovation Branch, DPIDG/UN DESA: Presentation of the course on **"Transformational Leadership Capacities in Africa's**

Human Rights, Light for the World, Ethiopia • **Mr. Samuel Kabue,** Member of the United Nations Committee on the Rights of Persons with Disabilities (CRPD Committee) • **Mr. Prabin Maharjan,** Associate Research and Policy Analysis Expert, UNPOG/DPIDG/ UN DESA	**Public Sector Institutions to Implement the 2030 Agenda and Achieve the SDGs"** *(Planning session for implementing the course on Transformational Leadership Capacities in Africa's Public Sector)*
Interactive Discussion	**Interactive Discussion**

End of day two

Day 3 – Friday, 18 October 2019

Time	Agenda Item	Objective
09:00-10:00	**Working Group 1** • **Recap Presentation** • **Plenary Discussion**	
10:00-11:00	**Working Group 2** • **Recap Presentation** • **Plenary Discussion**	
11:00-11:15	**Coffee Break**	
11:15-12:30	**Plenary Session III - Innovations in Public Service Delivery to realize the Agenda 2063 and 2030 Agenda** **Moderator: Mr. Chae Gun Chung,** Head of UNPOG, DPIDG/UN DESA **Public Sector Innovations to Strengthen Service Delivery to Realize the Agenda 2063 and 2030 Agenda** • **Ms. Catherine Bitarakwate Musingwiire,** Permanent Secretary, Ministry of Public Service, Uganda **UN Public Service Awards (UNPSA) Initiatives** • **2020 UNPSA - Call for Nominations, Mr. John-Mary Kauzya,** Chief, Public Service Innovation Branch, DPIDG/UN DESA **Up-scaling Basic Sanitation for Urban Poor (UBSUP),** 2019 United Nations Public Service Awards Winner, Kenya • **Mr. Ismail Shaiye, Chief Executive Officer,** Water Sector Trust Fund, Kenya **Promoting Gender Responsive Public Services to Achieve the SDGs,** 2018 United Nations Public Service Awards Winner, Kenya • **Dr. Monica Olala,** Business Development Specialist, Agricultural Sector Development Support Programme (ASDSP), Kenya **Interactive Discussion**	
12:30-14:00	**Lunch**	
14:00-15:30	Two Parallel Working Groups	

Working Group I – Session 4	Working Group II – Session 4
Strengthening Capacity Building Efforts	**Building Partnerships to Advance the Regional Initiative of Schools of Public Administration**
Moderator: Ms. Hyeon-Suk Lyu, Director, Center for International Development and Cooperation, Korea Institute of Public Administration (KIPA), Republic of Korea	**Moderator: Mr. Simen Gudevold,** Sustainable Development Officer, DPIDG/UN DESA
Mr. Woo Jong Sim, Senior Manager Korean Federation of Community Credit Cooperatives (KFCC), Republic of Korea **Mr. Jollam Banda,** Director for Economic Planning, Department of Economic Planning and Development, Ministry of Finance, Economic Planning and Development, Malawi **Mr. Salvo Tchamo,** Monitoring and Evaluation Officer, Ministry of Land, Environment and Rural Development, Mozambique	**Mr. John-Mary Kauzya, Chief,** Public Service Innovation Branch, DPIDG/UN DESA **Mr. George Scott,** Secretary General, African Association for Public Administration and Management (AAPAM) **Ms. Josephine Mwanzia**, Director Academic Affairs, Kenya School of Government, Kenya **Mr. Teferi Hailemichael Hassan,** Director, Addis Center for Sustainable Development, Kotebe Metropolitan University, Ethiopia
Interactive Discussion	**Interactive Discussion**

15:30–15:45	**Coffee Break**

| 15:45-17:45 | **Plenary Session IV – Partnership-Building Session**

Moderator: Ms. Natalie Sonia Mukundane Kyamutetra, African Youth Commission, Kenya

Roundtable Discussions and Partnerships Corner
Partnership-building session and discussion on follow-up capacity development support and action planning

Summary of Recommendations and Follow-up
African Union Development Agency on capacity needs assessment and follow-up
Ms. Abiola Shomang, Knowledge Management Division, AUDA – NEPAD

UN DESA follow-up capacity development activities - Presentation of the Training Toolkit on "Government Innovation for Social Inclusion of Vulnerable Groups"
Mr. Keping Yao, Senior Governance and Public Administration Expert, UNPOG/DPIDG/UN DESA

Hands-on Action Planning in Small Groups

Three groups moderated by:

Mr. John-Mary Kauzya, Chief, Public Service Innovation Branch;
Mr. Chae Gun Chung, Head of UNPOG; and
Mr. Ludeki Chweya, Director General and Head of Kenya School of Government, Kenya

Rapporteurs reporting back

Ms. Rachael Ngesa, Head of Research & Advisory Services, Kenya School of Government, Kenya
Supported by
Mr. Simen Gudevold, Sustainable Development Officer, DPIDG/UN DESA
Mr. Samuel Danaa, Associate Capacity Development Expert, UNPOG/DPIDG/ UN DESA | This session will include the reporting back from the discussions of the plenary and group sessions and address building effective partnerships for the SDG implementation. |

17:45-18:00	**Closing Session**

AUDA - NEPAD
- **Dr. Jeremy Tinga Ouedraogo,** Head of NEPAD Agency West Africa Regional Office, AUDA - NEPAD

DPIDG/UN DESA
- **Mr. John-Mary Kauzya,** Chief, Public Service innovation Branch
- **Mr. Chae Gun Chung,** Head of UNPOG

Representative from the Government of Republic of Kenya
- **Dr. Joseph Kinyua,** Head of Public Service

Representative of participants (Vote of Thanks)
- **Ms. Catherine Bitarakwate Musingwiire,** Permanent Secretary, Ministry of Public Service, Uganda

End of Symposium

RESULTS OF PARTICIPANTS EVALUATIONS SURVEY

Kenya expressed an overall satisfaction of the event which emphasized that, the Symposium was professionally organized, met the expectations of delegates and provided a good value for money. It was noted that the Symposium provided an opportunity to learn and gain a lot knowledge based the presentations and discussions. **Kenya** also committed to integrate and implement the knowledge gained during the Symposium on innovative public service delivery to help achieve the 2030 Agenda for sustainable development, and they plan to integrate and mainstream the of principles of Agenda 2030 and 2063 Agenda into their national development plans for effective implementation.

Ghana committed to engage the head of the civil service training college and the secretary to the cabinet on integrating aspects of the course on transformative leadership in Africa and effective public institutions into the civil service programmes.

Madagascar expressed their commitment to contribute to integration, innovation, inclusion, and transformational leadership for the process of building and implementing the Plan pour l'Emergence de Madagascar (PEM). Also, stated they will disseminate the knowledge gained and lobby superiors and key stakeholders for the continuation of actions on SDG implementation, while providing support to local government on localizing and integrating the SDGs into Local Development Plans. **Madagascar** also requested for translation services especially in for French-speaking countries to promote interactive discussion and knowledge share.

Malawi affirmed it would share the knowledge gained and lessons learned from the Symposium with its departments and agencies to help incorporate them into their policies and programmes. **Malawi** also plans to collaborate with key stakeholders and share knowledge and information while engaging public organizations to adopt transformational leadership to promote ethics, accountability and inclusiveness.

Somalia underscored the need to promote partnerships among similar institutions and engage transformational leaders since it is very important for institutional coordination and integration.

South Sudan committed to integrate the SDGs and all relevant policies into the school's curriculum which requires technical assistance and also financial support to realize such commitments.

Tanzania affirmed to share the knowledge from the Symposium and find the means of improving public service delivery. Also, reiterated the need to promote collaboration among ministries and agencies to enhance the concept of transformational leadership through partnership with UN DESA.

Uganda underscored that they will incorporate the lessons learned into their work in an institutionalized manner, enforce gender principle as a cross cutting issue, while they continue engaging and working with other institutions in an integrated approach. Further stated they

will incorporate the transformational leadership curriculum on SDGs into their college programme.

Zambia committed to sharing information and resolutions from Symposium with Secretary to Cabinet in charge of civil service.

LIST OF PARTICIPANTS

UN Photo/Rick Bajornas

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Executive Chairperson

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