CONFERENCE COMMUNIQUÉ


Mataywa Busieka (PhD)
19-November 2021
Kenya School of Government, Mombasa
The African Association for Public Administration and Management (AAPAM) in Partnership with the United Nations Department of Economic and Social Affairs (UNDESA) convened a Leadership Conference that was hosted by the Kenya School of Government, at its Mombasa Campus, on 15-19 November 2021. The Leadership Conference was held under the theme: “Leadership, Public Service for National Development: A Continental Approach.”
One Hundred and Thirty Five (135) participants from 19 countries attended the Leadership Conference. Countries represented were:

1. Belgium
2. Botswana
3. Burundi
4. Egypt
5. Ethiopia
6. Ghana
7. Kenya
8. Lesotho
9. Malawi
10. Namibia

11. Sierra-Leone
12. Somalia
13. Rwanda
14. South Africa
15. South Sudan
16. Tanzania
17. Uganda
18. USA
19. Zambia
The Leadership Conference was officially declared open by Prof, Ludeki Chweya, the Director General (DG), Kenya School of Government (KSG). Prof Chweya thanked AAPAM and UNDESA for the decision to convene the Leadership Conference that presented a platform for participants from all over Africans and beyond to exchange and share experiences and insights on the dynamic theme of “Leadership, Public Service for National Development: A Continental Approach.” He invited delegates to feel at home and robustly engage the theme, sub-themes and other emerging issues.

Hon. Eric Wafukho, Chief Administrative Secretary, (CAS), National Treasury and Planning, Kenya, delivered the Key Note address. He appreciated the theme which he said was relevant in the context of leadership development as well as meeting the current challenges of climate change and the Covid-19 Pandemic. He reflected that leadership styles, like the transformational one, proposes several interventions to the realization of National Objectives. He challenged delegates to examine how the contexts and models we adopt are helping us to achieve our mandates. Dr George Scott, the AAPAM Secretary General, congratulated and welcomed delegates to the Leadership Conference. He explained that the theme of the conference aligns itself with the 2030 and 2063 agendas that highlights the African aspirations.

The Leadership Conference was graced by and received messages of solidarities from AAPAM’s strategic partners, namely: the United Nations Department for Economic and Social Affairs (UNDESA), the International Institute for Administrative Sciences (IIAS), the South African Association for Public Administration (SAAPAM) and the African Peer Review Mechanism (APRM).
INTerventions and OBSERVATIONS
On Transformational leadership, public service and national sustainable development: Conference
Reiterated THAT:

1. It is part of the international obligation for developed world to support developing countries in the realization of the SDGs
2. There are clearly loud undertones of disappointments because things are not changing, in spite of the commitment countries have made on the SDG implementation
3. There is need for transformational leadership in every country, transformation in terms of Values and Principles of the 2030 Agenda
4. Efficiency is an internal mechanism that balances input and output but there has to be caution for efficiency not to compromise equity
5. It is impossible to achieve development in the context of conflict, Africa is failing on the value of sustaining peace
6. It is critical to transform the DNA of a Public Servant to one of Humanness and Empathy, the love of humanity and human life
7. Strong leadership is demonstrated when men and women are strong enough to subject themselves to Institutions
8. Mind-set change is a very critical matter – need to go beyond imparting knowledge and skills to drilling public servants into instruments of service delivery
9. Strong leaders crow other leaders, women must empower other women in decision-making
1. Most people are obsessed with the acquisition of power without developing a formula to convert this into development programs.
2. It is pertinently important that political influence is deployed for better service delivery to the people.
3. Sometimes obstacles are deliberately constructed for a few to benefit to the exclusion of the masses.
4. There is a space and opportunity for change agents to dismantle the corrupt networks but there is a price to pay for this level of courage, but one’s value system will help navigate such obstacles.
Straightening public sector institutions for sustainable development in Africa, Conference Agreed That:

1. Sustainable development is the approach that meets the needs of current generation without compromising the viability of future generations.

2. Everyone wins where natural resources are reserved, the environment is protected, the economy booms, is resilient and sustainable.

3. Public Sector institutions are key to sustainable development in Africa hence the need to provide legislative /policy framework to spell out roles for promoting sustainable development.

4. Involvement of the whole of society in matters sustainable development is critical.
1. 4IR has caused profound shifts across all industries, marked by the emergence of new business models, the disruption of incumbents and the reshaping of production, consumption, transportation and delivery systems.

2. There is a paradigm shift in how we work and communicate, express, inform and entertain ourselves.

3. Governments and institutions are being reshaped, as are systems of education, healthcare, transportation, etc.

4. 4IR has uncertain socio-economic consequences for Africa.

5. A key issue for African policymakers is to position their economies to benefit from the 4IR while also managing the challenges that it presents.

6. The onset of Covid-19 has accelerated the uptake of 4IR solutions to service delivery.
On the Leadership Journey of Prof Kibwana, Dr Scot and Dr Tom Wanyama, Conference learned That:

1. Fusion of cultures between employed and transferred personnel from central government has been a challenge
2. Perennial question of corruption, accountability and integrity are serious challenges, here there is far too much talk but little abate the decay
3. It is important to define yourself, be open and transparent
4. Be natural, create a natural environment and travel stress free
5. Shift focus from authority to demystify leadership and be accessible
6. Insist on efficient management of resources and be ready for ethical dilemmas
1. To promote and reward innovation and excellence in public service for sustainable development in support of the achievement of the SDGs and the principle to leave no one behind, which is at the core of the 2030 Agenda.

2. Through a global competition that promotes the role, professionalism, and visibility of public service, the UNPSA aims to:
   ✓ Highlight innovations in governance
   ✓ Reward excellence in the public sector
   ✓ Motivate public servants to further promote innovation
   ✓ Enhance professionalism in the public service
   ✓ Enhance the image of the public service
   ✓ Collect and disseminate successful practices for possible replication

3. One should only think about money once a solution has been identified, in other words money should not be a stumbling block to innovation

4. An innovation is recognized as such when it has been applied and has worked
Facilitated Group work on Government Accelerators for effective service delivery, Conference noted:

1. Accelerators of visioning for a better future
2. Creating an enabling environment for transformation
3. Consultative strategies that are key to successful implementation of programs
4. Rapid intervention to resolve challenges
5. Problem analysis, strategy formulation and implementation planning
On promoting accountability in public sector institutions and the fight against corruption in pursuit of sustainable development, Conference was apprised on:

1. Factors driving corruption are at Individual, societal and institutional levels
2. Psychology of corruption is behavioral, mindset, pressure, opportunity, and socialization
3. To achieve sustainability we have to deal with corruption
4. Approaches to fight corruption – punitive and preventative
5. Code of conduct means nothing if not subscribed to or/and enforced
6. The missing link: leadership example and strengthening individual ethical competencies
7. Inefficient procurement processes fan corruption
On Domesticating the African Charter on Values and Principles of Public Service and Administration, Conference noted,

The Context within which the Charter was developed and is being implemented

The Charter implementation mechanisms

Instruments for reporting on and assessment of implementation
On the Question of inclusivity and diversity: Leaving no one behind, Conference recognized:

1. Inclusivity is the cause of conflicts around the continent
2. Explore creating a system that monitors and enforces inclusivity
3. The importance of reflecting on how many people have been thrown behind due to conflict in Africa
4. Culture as an important driving force for inclusivity, in some instances this can stifle inclusivity
5. Implementation of commitments on inclusivity and diversity is variety from country to country
6. Poverty is the primary risk for being excluded
7. Education the gross under representation occurs in education
8. Males highly dominate the industrial sector, with only 4% of the workforce consisting of women
9. Meeting the obligation under Agenda 2030 and 2063 is another route to inclusivity
The Highlights of the Book Launch titled: “Rwanda after 1994” were:

1. Post-conflict transformational Public Administration
2. Describes governance challenges
3. Outlines the measures undertaken to address the challenges
4. Re-establishing civil service
5. Public service and civil service
6. Code of conduct for public officers
7. Striking the balance between centralization and decentralization.
8. Crafting home-grown solutions to address home-grown problems. Picking up the pieces and building strong governance systems.
On the State of Africa Agenda 2063 and the Sustainable Development Goals (SDGs), Conference discoursed:

1. The congruence between Agendas 2063 and the SDGs
2. Challenges to reporting on SDG 16
3. The fact that most countries have achieved the institutional and legislative framework but that its implementation is the challenge
4. The view that multi-stakeholders and actors: multiple players at different levels are engaged to implement, monitor and evaluate Agenda 2063/SDGs
5. The matter that reporting fatigue is a challenge – combined reporting framework advised
6. The APRM Expanded Mandate & Agenda 2063
7. The AU institutional capacity to support the implementation of Agenda 2063 work has been week
1. Some of the challenges facing implementation of the SDGs and Agenda 2063 are: low institutional capacity; lack of supportive data to inform interventions; low political will among member states
2. Young people should see and seize opportunities, being purposeful and deliberate
3. On the need to find better communication to encourage young people to be job creators whilst avoiding to discourage young people from joining the public service as an employer of choice
4. Young people should be patient, well-networked, keep learning, be inquisitive, disciplined and build a solid character
5. The way messages on opportunities in Agriculture are package tend to discourage the Youth from venturing in this sector.
On HRM
Promoting Leadership in the Public Sector:
Trends and Lessons Learned,
Conference reflected that,

1. The future of HR depends on its ability to acquire, assimilate, transform and exploit new knowledge in other areas to allow it to connect with the dynamic strategic drivers

2. Areas of emerging concern and challenge to HRM in the public sector are:
✓ advances being made possible by highly sophisticated information technology including human resource information systems,
✓ the importance of understanding the implications of demographic trends such as the ageing population,
✓ the need for additional attention to leadership and leadership development and greater emphasis on workforce capability and systems of knowledge management
Conference made the following Recommendations:

1. Public Servants should focus on ethics and building an outstanding character to reverse the corrosive effects of corruption
2. With the failure of the many institutional and legal frameworks we need to sit back and ask what is the problem, why is corruption rampant
3. Give power back to the people – how do we empower the people to be in control of their destiny
4. AAPAM in collaboration with the AU will facilitate a workshop on strategies against corruption
5. Key features to achieve inclusivity are; information, education, consultation, involvement and collaboration and more importantly empowering people
6. Prof Kibwana’s model of public participation is a best practice
7. There is need to enforce, monitor and assess the implementation of inclusivity obligations
8. To ensure that the commitments under Agenda 2063, the SDGs, APRM, the African Charter and other instruments are achieved the people need to hold leaders to account
9. The Challenge of lack of awareness on CEPA principles need to be addressed
10. Delegates should use the privileged association with AAPAM to raise the voices of the voiceless
Country case studies on Lessons learnt from leadership in a Pandemic

- Burundi
- Ethiopia
- Malawi
- South Sudan
- United Republic of Tanzania
- Zambia
1. The Leadership Conference expressed gratitude to AAPAM’s partners, more specially the UNDESA for its continuous generous support and the Government of Kenya, in particular the Kenya School of Government Mombasa Campus for availing Conference facilities.

2. Delegates expressed their sincere appreciation to the National Organising Committee; the Management and Staff of the Kenya School of Government, Mombasa branch for the hospitalities extended as well as outstanding hosting, courtesies that were seamlessly and efficiently organized for them.

3. Delegates thanked the AAPAM leadership and Secretariat as well as resource persons and rapporteurs for their dedication and commitment to making the Leadership Conference an unqualified success.