

# **PERVADING CHALLENGES IN PUBLIC INSTITUTIONS**

By

**Simon M. Angote, OGW  
Senior Principal Lecturer**

**Kenya School of Government,**

**Venue: Mombasa Campus**

**Date: 7<sup>th</sup> September, 2022**

# Outline of the Presentation

- Introduction
  - Background to Agenda 2063 and Sustainable Development Goals
- Role of institutions in implementation of Agenda 2063 and SDGs
- Challenges in Public Institutions
- Public Sector Reforms targeting institutions
- Conclusion

# QUOTE

This country, with its institutions, belongs to the people who inhabit it. Whenever they shall grow weary of the existing government, they can exercise their constitutional right of amending it, or exercise their revolutionary right to overthrow it.

(Abraham Lincoln)

**“BUT WE CAN TURN CHALLENGES INTO OPPORTUNITIES IF WE LOOK OUTWARDS TO THE REALITIES OF THE GLOBAL ECONOMY AND MODERNISE OUR INTERNAL INSTITUTIONS IN WAYS THAT WILL EQUIP EUROPE TO MEET THAT CHALLENGE AND CREATE CONFIDENCE AMONGST THE PUBLIC.”**

**JOHN HUTTON**

© Lifehack Quotes

# BACKGROUND

- Agenda 2063 is a shared framework for inclusive growth and sustainable development for Africa to be realized in the next fifty years – (from the year 2013).

- Agenda 2063 is a continuation of the pan-African drive over centuries, for unity, self-determination, freedom, progress and collective prosperity pursued under Pan-Africanism and African Renaissance.
- It builds on, and seeks to accelerate the implementation of past and existing continental initiatives for growth and sustainable development.

- It was agreed upon by the African leaders in 2013 through the 50th Anniversary Solemn Declaration during the commemoration of the Fiftieth Anniversary of the Organization of African Unity (OAU).

- During the 50th Anniversary celebrations, the Heads of State and Government made a Solemn Declaration in which they acknowledged past successes and challenges and rededicated themselves to the continent's accelerated development and technological progress.

- The Leaders came up with a guiding vision:

*“To build an integrated, prosperous and peaceful Africa, driven and managed by its own citizens and representing a dynamic force in the international arena”.*

- Under Aspiration 3 of Agenda 2063, we seek to have “An Africa of Good Governance, Democracy, Respect for Human Rights, Justice and the Rule of Law”.
- Among the Goals identified in the achievement of this Aspiration is having in place “Capable Institutions and Transformative Leadership”.

# Sustainable Development Goals (Agenda 2030)

- The SDGs were developed at the UN Conference on Sustainable Development that was held in the Brazilian city of Rio de Janeiro in 2012.
- New development agenda after the Millennium Development Goals

- The purpose of the SDGs was to create a set of global goals, related with the environmental, political and economic challenges that we face as humanity.

- SDGs provide a model for shared prosperity in a sustainable world, in which all people can lead productive lives, living peacefully and on a healthy planet.
- **SDG No 16** – seeks to promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.

# INSTITUTIONS

- A commonly accepted definition of institutions is that they are the formal and informal rules that organise social, political and economic relations (North, 1990).
- They are the systems of ‘established and prevalent social rules that structure social interactions’ (Hodgson, 2006).

# Public Sector Institutions

Include:

- Three arms of Government- Executive (including SOEs and SCs- MDAs), Legislature and Judiciary
- Constitutional Commissions and Independent Offices

# Features of Institutions

- Emerge through routine actions – they live through enactment.
- Provide relative certainty and predictability for everyday social, economic and political interactions.
- Tend to persist over time but can change incrementally and, in rare instances, suddenly.
- Shape behaviour and thus affect developmental outcomes.

- Are often internalised and unconscious, in that social actors may not even recognise that they are following institutionalised ways of interacting

# Governance and Institutions

- Countries with strong institutions prosper by creating an environment that:
  - facilitates private sector growth,
  - reduces poverty,
  - delivers valuable services and
  - earns the confidence of their citizens (trust is created when people can participate in government decision-making and know their voices are heard)-  
World Bank

Do our institutions in Africa  
have the capacity to deliver on  
Agenda 2063 and SDGs?

# Challenges in public sector Institutions

- Inadequate technical capacity and knowledge.
- Institutional ineffectiveness: opaque decision making processes - no transparency and accountability (characterized by corruption, patronage and political capture)
- Organizational culture that does not support transformation

- Institutions tend to be weak with regard to:
  - Efficiency and effectiveness
  - Ethical Leadership
  - Fairness
  - Integrity

# REFORMING PUBLIC INSTITUTIONS

- Public Sector Institutional Reforms have to take into account a number of aspects of institutions.
- DFID 2003 proposes the following:

# 1. Priorities

- Identification of priorities among desired outcomes and allocation of appropriate resources
- Adherence to allocations made
- Identification of core policy and decision making structures
- Mechanisms for ensuring participation of all
- Who sets priorities?

## 2. Policies

- Effectiveness of Core Policy and decision making processes and structures
- Adequacy of data that inform policy formulation
- Assessing the impact of policy on the poor

# 3. Incentives

- Examine current formal and informal incentive structures
- Do the incentive structures facilitate service delivery?
- Incentives to attract and motivate high calibre staff
- How can the incentives help change behaviour or improve performance

## 4. Rules and Laws

- Do what extent are rules and laws complied with?
- How do rules and laws lead to corruption, patronage, victimization and exclusion?
- Are rules and laws prone to political manipulation?
- Whether there are informal systems for dispute resolution.

# 5. Culture

- Attitude towards
  - Risk
  - Hierarchy
  - Incentive schemes
  - Participation
  - Responsiveness to information and stakeholder issues

## 6. Drivers for change

- Key drivers for change – social, technological, economic and political
- Reform sponsors – extent of their power and influence
- Level of commitment to reform

## 7. Voice and Partnership

- Are their mechanisms and structures for involvement of stakeholders, promotion of the interests of all?
- Capacity building for effective participation
- Feedback mechanisms to be used by recipients of public services
- Holding public institutions to account

# CONCLUSION

- Being able to identify institutional challenges is a great start for leadership in reforming institutions for improved service delivery.
- Institutions need to be transparent, accountable, inclusive, participatory and serve the people for whom they were established.

# Q & A

# THANKS

## CONTACT

Email:

[Simon.angote@ksg.ac.ke](mailto:Simon.angote@ksg.ac.ke)

[angotesimon@gmail.com](mailto:angotesimon@gmail.com)

Phone:

+254721 393 338