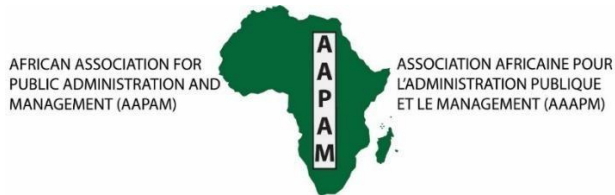


Seminar Report



LEADERSHIP FOR TRANSFORMING PUBLIC INSTITUTIONS IN AFRICA

**Kenya School of Government, Mombasa
06 – 09 September 2022**

INTRODUCTION

- 1.** The African Association for Public Administration and Management (AAPAM) in Partnership with the Kenya School of Government convened a Leadership Seminar that was hosted by the Kenya School of Government, at its Mombasa Campus, on **06 – 09 September 2022**. The Leadership Seminar was held under the theme: ***“Leadership for Transforming Public Institutions in Africa.”***
- 2.** Seventy-two (72) participants from Ten (9) countries attended the Leadership Seminar. Countries represented were:

a) Ghana

b) Kenya

c) Malawi

d) Nigeria

e) Sierra-Leone,

f) South Africa

g) Tanzania,

h) Uganda,

i) Zambia

OPENING AND WELCOME

3. The Leadership Seminar was officially declared open by Dr Prisca Oluoch, the Director for Linkages & Collaborations at the Kenya School of Government (KSG) on behalf of Prof Ludeki Chweya, the Director General of the Kenya School of Government. Dr Oluoch praised the successful conclusion of the election process and the peace that prevailed which she attributed to strong institutions in Kenya. Kenyan institutions, she opined, were a beacon of democracy within the region and a good case study for the leadership seminar. She noted, with appreciation, that issues of resilience, gender and youth, role of technology, corruption and strong institutions would be given a platform for discussion during this instalment of the leadership seminar. Dr. Prisca reiterated that the leadership seminar presented delegates with an opportunity to network and open enabling avenues of professional growth. She invited participants to tour and explore the rich tourist tapestry. She then declared the Seminar officially open.

4. Dr Tom Wanyama (Director, KSG Mombasa campus) welcomed the delegation to the Kenya School of Government (KSG). He thanked AAPAM for choosing KSG Mombasa campus as the venue for this prolific Seminar. He noted with appreciation that AAPAM was at the fore-front of building the capacity of the public service in Africa. Dr Wanyama assured that the KSG would deploy adequate resources to give delegates a memorable experience.

5. Dr George Scott, the Secretary General of AAPAM, welcomed delegates to the Seminar noting that this year's Leadership seminar is held under the Theme: *"Leadership for Transforming Public Institutions in Africa."* He appreciated the enduring partnership between AAPAM and the KSG which had greatly impacted on the success of AAPAM's programmes. Additionally, he invited delegates to access AAPAM's knowledge resource platforms like journals, newsletters and books, to name but a few. He revealed that, among other accomplishment, AAPAM, in collaboration with international partners facilitated a scholarship program for young Africans to attain for a master's degree at Canadian Universities. He Concluded by

inviting delegates to the Roundtable Conference that will be held in Cape Town, South Africa from 6th to 9th December 2022.

PRESENTATIONS, DISCUSSIONS AND OBSERVATIONS

STRONG INSTITUTIONS ENVISIONED BY AGENDA 2063 AND SDGS

PRESENTED BY DR. MATAYWA BUSEIKA

6. The seminar noted that the AU Agenda 2063 has a strong focus on building strong institutions as the “backbone” for effective governance. The UN Agenda 2030 Goal 16 which is similar to AU Agenda 2063 sets out ambitious targets to promote rule of law at the national and international levels. These targets are to; significantly reduce illicit financial and arms flow, strengthen the recovery and return of stolen assets, and reduce corruption. Delegates understood that a focus on strong institutions is necessary since weak institutions can undermine countries’ prospects for growth. In this regard, it was elaborated that institutional enablers are inclusive governance., active civil societies, responsive and equitable policies, access to information, appointment of people with high integrity, free media and citizen affirmation (citizens should support their institutions).

7. It was recognised that achieving institutional resilience comprises the capacity to deliver and enhance results over time as well as the ability to manage shocks and change. Resilience, it was explained, refers to the ability of an institution to prevent, mitigate and respond to shocks and that resilience enabled by innovation and creative socio-cultural adaptations that are made possible by flexible and polycentric institutional processes. Delegates agreed that moral fortitude and integrity are important attributes to building institutional resilience. Participants accepted the view that cross-border institutional collaboration is critical to institutional resilience, this is in addition to developing strategies to create sustainable

funding for institutions. Delegates further agreed that poverty is a serious impairment to institutional resilience.

RESILIENT OF PUBLIC INSTITUTIONS TO BUILD BACK BETTER

PRESENTED BY DR. PRISCA OLUOCH

8. Delegates were invited to analyze a hypothetical crisis situation which demanded urgent and decisive decision making. Among the lessons learned were that in times of a crisis a leader must take firm decisions and identify priority areas. Delegates learned that resilient institutions should hire employees that are ready to stand with their leader, employees with technical skills, creativity, prior experience, attitude, independence and emotional intelligence. It was disclosed that disruption is the main test to public institution's resilience and that response before and after the disruption is what determines resilience. The seminar learned that "BBB" (Build Back Better), which refers to the recovery, rehabilitation and reconstruction after a disaster to increase resilience was introduced in 2006 by former US President Bill Clinton, then acting as the UN special envoy to Tsunami recovery. It was stressed that consistency, capacity and availability of resources increase resilience.

STRONG MEN AND STRONG INSTITUTIONS

PRESENTED BY PROF. AMITAVA BASU

9. The key message on this sub-theme was that good governance ensures economic development that is inclusive and sustainable. Governments require strong leadership to develop people centered policies and built robust institutions to be effective. Strong and efficient institutions play the role of promulgating rules and regulations for public good, maintaining the rule of law and ensure the participation of people at all levels of decision-making. Good governance depends on the ability to strengthen the quality of public institutions. Participants comprehended that strong leadership is required when building credible and robust institutions and that robust institutions must be people and tech centered, as well as mobilize sufficient resources. Leadership requires strong mentality and

forward thinking (vision) for inclusive and equitable development institutions. It was explained that the word “strong” in this context refers to the vision, delivery and the benevolence of an individual.

10. The correlation between strong men and strong institutions is undeniable. Strong institutions cannot exist in the absence of strong leadership. Strong institutions should be characterized by; citizen orientation, service delivery, survivability and sustainability. The seminar agreed that a strong resource base must be present in building a resilient institution. The seminar appreciated that; knowledge acquisition, defined vision, charisma, capacity for resource mobilization, foresight, capacity to balance interest, transformative attitude and courage to make decisions are critical qualities that must be possessed by a strong leader. Leaders should also remember to reward performance to build loyalty and motivation to work.

**A BOOK LAUNCH: TRANSFORMED LEADERSHIP FOR SUSTAINABLE DEVELOPMENT IN AFRICA:
MANAGING RESOURCES FOR ATTAINMENT OF AGENDA 2063
PRESENTED BY PROF. UKERTOR MOTI**

11. Following the 2017 AAPAM Roundtable Conference held Morocco, it was agreed that selected conference papers would be published in a book. So far AAPAM has produced two similar books focusing on Roundtable themes and discussions. The Leadership book features eight papers authored by experts, scholars and practitioners from across the Continent. The featured papers were subjected to a rigorous peer review process to ensure quality papers were published. In addressing the salient matter of resource management, authors present a discourse juxtaposing the abundance of resources on the Continent with the poverty levels, offering compelling recommendations to government on how to remedy the predicament. The book is co-edited by Prof Moti and Dr Scott, the AAPAM Secretary General and features a foreword by the late AAPAM President Dr. Roland Msiska. Delegates were encouraged to buy a copy of the book.

TRANSFORMATIVE LEADERSHIP FOR EFFECTIVE PUBLIC INSTITUTIONS IN AFRICA PRESENTED

BY DR DAVID MUTURI

12. Delegates were introduced to the many dimensions of a leader. It was revealed that the leader should be viewed at a Personal, Relational, Analytical and Strategic angle. An ideal leader is one who exhibits courage, one with a clear personal vision, appreciates own prejudices, is considerate and leads in the same way he expects to be led. An organizational culture should anchor shared values as the lifeblood of institutional productivity. There is need to demystify innovation, remove barriers and inculcate a culture of leaning in the public sector coupled with performance improvement plans and reward systems. Innovation, in its simplistic representation, refers to introduction of new methods and techniques and it is not costly for an intellectual or monumentally transformational. There is a perception that innovators are disruptors who undermine existing systems which case suggest that there is the need to deploy relevant tools for changing mind-sets.

13. Delegates were taken through the mechanisms of how to cultivate a uniform culture in the public sector. Organizational culture refers to Things (how does it feel), Behaviours (what are the smells), Rituals (how does it taste), Structures and Processes. Public servants were advised to move away from business as usual attitude and subject public interest to self-interest. It was acknowledged that operationalization of a cultural change in the public service presented a significant challenge. Some tools for changing minds include; Leadership tools (vision, story-telling), Management tools (tradition of the organization, measurement systems), and power tools (consequence, punishment). Public servants were encouraged to embrace managerial rather than power tools in the exercise of leadership roles. It was recognised that institutions that have no confidence in internal capacity to struggle to find solutions. Sensitizations should be provided to leaders to change the perspective on solution finding.

PERVARDING CHALLENGES IN PUBLIC INSTITUTIONS

PRESENTED BY MR SIMON ANGOTE

14. Participants appreciated that institutions in a country belong to its people who have a right to exercise their democratic right to keep or remove individuals in power. It was explained that Agenda 2063 is a continuation of the pan-Africanism vision which arises from the AU 20th summit of Heads of States. At this Summit, African leaders developed a guiding vision; to build an integrated and prosperous Africa. Institutions emerge through enactment, provide certainty and predictability for everyday social and economic activities, and are designed to exist in perpetuity even though changes occur incrementally. Countries with strong institutions prosper creating environments that facilitate economic growth and a better life for the citizenry.
15. The seminar noted that public institutions grapple with a myriad challenges including but not limited to; inadequate technical capacity, institutional ineffectiveness and organizational culture that is unsupportive of transformation. In this challenging social economic environment, identification of priorities among desired outcomes is important noting further that culture, attitude towards risk, hierarchy, incentive schemes and participation affects the strength of institutions. Participants recognised the need for capacity building to engender effective participation and a well elaborated feedback mechanism on institutional performance. Delegates shared country experiences on public participation approaches models around Africa. Countries were encouraged to create knowledge and information sharing platforms to further enrich their approaches to public participation.

**INCLUSIVE LEADERSHIP: ROLE OF WOMEN, YOUTH AND PEOPLE WITH SPECIAL NEEDS IN
TRANSFORMING INSTITUTIONS PRESENTED BY MS. CAREN WAKOLI**

16. Seminar participants were reminded that workplace stereotypes towards the youth, women and persons living with disability still exist. Participants agreed that prejudicial sentiments towards marginalized groups hinder their progress in the public service. It was reported that public and private sector platforms create suitable work spaces that encourage young professionals to be who they really are and speak on issues specific to them. Representation of youth, women and persons with disabilities is critical in policy making to ensure no voice

is left out, more importantly a place for the youth in the public service since this presents a valuable opportunity for inter-generational succession. Delegates challenged young public servants to serve selflessly and passionately. Participants expressed the unanimous view that mentoring is one of the most important avenues for creating the leadership pipeline. This is why, according to participants, mentoring through work place exposure, should be institutionalised for sustainable outcomes.

17. Emerging Leaders Foundation (ELF) committed to supporting young professionals within AAPAM's Young Professionals Network (YPN) platform, this being an important measure to institutionalize mentorship at continental level. The seminar decried the slave treatment that young people are exposed to in the middle-east and called on African governments to work harder in accelerating economic growth in order to create employment opportunities for young people. In an environment where systems are efficient and create employment, youth are less likely to leave their country and be exposed to such extreme and inhuman conditions. Young people were also challenged to hone their skills and engage in entrepreneurial activities for self-advancement. AAPAM and Emerging Leaders Foundation proceeded to enter into a Memorandum of Understanding (MoU) to enhance their collaboration.

CORRUPTION AS A DETERRENT TO INSTITUTIONAL CAPACITY

PRESENTED BY DR FLORENCE KITHINJI

18. Delegates agreed that integrity drives performance. Public servants were challenged to be guided by their innate moral compass and not office titles. Institutional capacity refers to achieving social and economic goals through knowledge, skills, systems and institutions. Delegates defined corruption as an abuse of entrusted power for private gain. It was acknowledged that corruption leads to; failures in service delivery, breach of trust and a deterioration of democracy. Other corrosive effects of corruption are: increased cost of external financing, disruption to business, loss of investor confidence and the shrinking of state revenues. Participants shared best practices on the ease of doing business in their respective countries.

19. A need was identified for ethical public servants to model excellence, create a sense of responsibility and develop staff sense of trust, loyalty and a sense of belonging. The Seminar appealed to African countries to consider establishing an award system to reward staff on the basis of strong ethics as a way to curbing corruption. It was also suggested that ethical orientation courses be introduced at primary school level in order to inculcate values at this early stage before young minds are corrupted. Delegates agreed to explore avenues for sharing and exchanging information on the fight against corruption in Africa.

**ROLE OF TECHNOLOGY IN ENHANCING ACCOUNTABILITY
AND EFFECTIVENESS IN PUBLIC INSTITUTIONS
PRESENTED BY DR. FAISAL ISSA**

20. The Seminar noted that technology has greatly influenced civilizations, becoming critical to daily life. Reaping the rewards and reducing the dangers generated by technological advances depends on a complex interaction with underlying economic, social and political conditions. The 2024 AU commission's Science, Technology and Innovation Strategy for Africa (STISA-2024) places technology at the epicenter of Africa's socio-economic development. However, critical infrastructure and human capacity do not always work synergistically to effectively implement ICTs. The case study of Tanzania's travel authorization processes, that requires authorization at the highest levels, ensures transparency, accountability, and clear timelines for approval. The Seminar appreciated that accountability and effectiveness are the outcomes of technological development.

21. Delegates presented case studies on respective country attempts to accelerate technological advancements. The Ugandan government, for example, supports electric motorbike manufacturing and KERRA motors (an electric bus manufacturing company). Delegates acknowledged that technological advancements in agriculture are perhaps the most critical in the African context. It was agreed that African governments need to address challenges of

assimilation of technology in agriculture and its availability. Social media etiquette in the context of conducting government business also requires upholding.

ENVIRONMENTAL GOVERNANCE PRESENTED BY DR. TOM WANYAMA

22. Environmental Governance was described as the management of political, social and economic aspects by focusing on sustainable development. Good environmental governance promotes; accountability, transparency, responsiveness, stability, empowerment, equity and inclusiveness. It was noted that despite Africa's vast mineral wealth, the continent still lagged behind in development. Resources were the primary cause of colonialism whose onset degraded and ravaged the environment. This environmental degradation has continued through post-colonialism dispensation and with the rapid population growth and urbanization environmental degradation has assumed alarming proportions.

23. The seminar appreciated some of the environmental governance measures in practice. These include; domestication of Multilateral Environmental Agreements (MEAs), development of national environmental policies, creation of government environmental agencies, and capacity building on environmental governance are but some of the efforts to improving environmental governance in Africa. Additionally the Seminar noted that good environmental leadership must showcases strategic visioning, resource mobilization and management, and risk management. Delegates were in agreement that resource mobilization should be spearheaded by African countries to curb dependence on foreign assistance. Mobilization should therefore take precedence in annual government work-plans.

SEMINAR RECOMMENDATIONS

24. Delegates Agreed and Recommended **THAT**:

- a) Transforming institutions entails identifying core policies and decision making structures, setting priorities, adherence to policy allocations and public participation
- b) There is a strong correlation between strong leadership and strong institutions
- c) Transformational leadership requires skills, attitude, experience and creativity
- d) There is need re-orientate and inculcate a universal public service culture to ensure service delivery coherence and resilience
- e) Ethical orientation courses should be taught from primary school level
- f) Youth mentorship programmes should be institutionalized
- g) Delegates should identify platforms to share successful practice in anti-corruption interventions
- h) Government should create an enabling environment to indigenize technology, more particularly in agricultural development

ACKNOWLEDGEMENTS

25. Delegates at the Leadership Seminar were pleased with the cordialities extended and expressed gratitude to AAPAM's partners, more-so the Government of Kenya, in particular the Kenya School of Government, Mombasa Campus for availing conference facilities and for the outstanding hosting. Delegates expressed sincere appreciation to the National Organising Committee; the Management and Staff of the Kenya School of Government, Mombasa campus, for the hospitality extended as well as the courtesies that were seamlessly and efficiently organised for them. Delegates thanked the AAPAM leadership and Secretariat as

well as resource persons and rapporteurs for their dedication and commitment to making the Leadership Seminar an unqualified success.

CLOSING REMARKS

26. Delegates were informed that AAPAM would be undertaking the development of the CEPA toolkit on Competency in partnership with the African Peer Review Mechanism (APRM). In her presentation, AAPAM programme officer, Ms. Julie Muia underscored the importance of the toolkit as a continental framework to assess the application and implementation of the CEPA principles in tandem with the implementation of Agenda 2063. Delegates were invited to participate in the AAPAM survey which would inform the development of the competency toolkit.
27. Delegates who spoke on behalf other attendees tendered a vote of thanks to AAPAM for the excellent organization of the Seminar which provided a platform to interact, network and learn. Delegates similarly appreciated the Kenya School of Government, expressing satisfaction and lauding their hospitality.
28. Dr Scott, the Secretary General, AAPAM, registered deep gratitude to the Director General (DG) for availing excellent facilities of the School for the Seminar. He recommended the institutionalization of the Leadership Seminar to an annual calendar event. Dr Scott revealed that AAPAM would introduce accredited certificates in partnership with collaborating universities. He unveiled plans of extending AAPAM activities to other countries on the continent. In concluding, Dr. Scott extended a 1-year membership subscription to all delegates at the seminar and further encouraged participants to take advantage of their membership status to attend the Roundtable conference to be held at the University of the Western Cape from 6th – 9th December 2022.

29. Prof Ludeki Chweya, the Director General KSG applauded the theme of the Leadership Seminar underscoring its relevance in the realization of the noble goals of Africa Agenda 2063 and the sustainable development Goals. In his address, he reiterated the importance of strong leadership outlining the key characteristics of strong leadership as; knowledgeable, innovative, courageous, visionary, transformative among others. He attributed the gains made by strong institutions to clear goals, citizen centricism, adaptability and investment on human resources. Prof Chweya appreciated the commitment to and passion delegates had shown to address leadership noting that this was the correct attitude to anchoring accountability and transparency in public discourse. The Director General then proceeded to declare the Seminar on ***“Leadership for Transforming Public Institutions in Africa.”*** officially closed on 9th September, 2022

DONE AT MOMBASA, KENYA

08 SEPTEMBER 2022