

# LEADERSHIP FOR TRANSFORMING PUBLIC INSTITUTIONS IN AFRICA

STRONG INSTITUTIONS ENVISIONED BY AGENDA  
2063 AND SDGS

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# PRESENTATION OUTLINE

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While no single “one-size-fits-all” model of governance to be held up as the gold standard, there is a strong consensus around the role and significance of effective, accountable, and inclusive institutions in promoting sustainable and equitable development.

# What are Institutions”?

- The term “institution” was used by the Secretary-General’s High-Level Panel (HLP) of eminent persons on the Post2015 Development Agenda to cover rules, laws and government entities, as well as the informal rules of social Interactions
- Institutions can be both formal and informal (OECD, 2015)
  - Core formal institutions include laws, contracts and formal public management processes (such as public financial management, procurement, and human resources management),
  - informal institutions refer to broader norms and values that can influence behaviour.
- In essence, however, institutions (whether formal or informal) define how:
  - ✓ power is managed and used,
  - ✓ States and societies arrive at decisions,
  - ✓ Decisions are implemented and
  - ✓ To measure and account for the results.

## State Institutions

- The Presidency and Executive Authorities
- Parliament (both lower and upper chambers)
- The Judiciary

## Oversight Institutions

- Supreme Audit Authorities
- Ombudsman/Public Protector
- Central Banks
- Constitutional Commissions; (PSC, Human Rights etc)

vibrant and actively engaged civil societies free and independent media.

The Media (the 4<sup>th</sup> Estate  
Conservative Anglo-Irish  
MP Edmund Burke)

## Investigative and Enforcement Bodies

- National Prosecuting Authorities
- Anti-Corruption Bodies
- The Attorney General
- Inspector- General/Police Commissioner

## Finance Institutions

- Revenue Authorities
- Budget allocation institutions



# AGENDA 2063 For Effective Institutions

## AGENDA 2063

- Agenda 2063 seeks to deliver on a set of **Seven Aspirations** each with its own set of goals which if achieved will move Africa closer to achieving its vision for the year 2063.
- These 7 Aspirations reflect our desire for shared prosperity and well-being:
  - ✓ for unity and integration,
  - ✓ for a continent of free citizens and expanded horizons, where the full potential of women and youth are realised, and
  - ✓ with freedom from fear, disease and want.

## Aspiration 3: *An Africa of good governance, democracy, respect for human rights, justice and the rule of law*

- An Africa of good governance, democracy, respect for human rights, justice and the rule of law.
- Africa shall have a universal culture of good governance, democratic values, gender equality, and respect for human rights, justice and the rule of law.

## The Goals

- Democratic values, practices, universal principles for human rights, justice and rule of law entrenched
  - ✓ consolidating democratic gains and improving the quality of governance, respect for human rights and the rule of law;
- Capable institutions and transformed leadership in place at all levels
  - ✓ building strong institutions for a development state; and facilitating the emergence of development-oriented and visionary leadership in all spheres and at all levels.

# THE SDGs for Effective Institutions

*Goal 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels*

## TARGETS:

- Promote the rule of law at the national and international levels and ensure equal access to justice for all.
- By 2030, significantly reduce illicit financial and arms flows, strengthen the recovery and return of stolen assets and combat all forms of organised crime.
- Substantially reduce corruption and bribery in all their forms.
- Develop effective, accountable and transparent institutions at all levels.
- Ensure responsive, inclusive, participatory and representative decision-making at all levels.
- Broaden and strengthen the participation of developing countries in the institutions of global governance.
- Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements.
- Strengthen relevant national institutions, including through international cooperation, for building capacity at all levels, in particular in developing countries, to prevent violence and combat terrorism and crime.
- Promote and enforce non-discriminatory laws and policies for sustainable development.

# Why Focus on Strong Institutions

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*Weak institutions can undermine countries' prospects for growth. Indeed, the mechanisms linking effective institutions, economic growth and people's well-being are numerous (OECD, 2015):*

- Inclusive political processes which actively engage citizens and other stakeholders build trust in government and help create more responsive and equitable policies and public services that are better suited to diverse needs (OECD, 2014a).
- Government organisations which uphold principles of integrity and disclosure, and are subject to objective and thorough oversight processes, are more accountable to the public and less susceptible to corruption
- The implications of weak integrity and anti-corruption mechanisms are serious, with corruption costing an estimated 5% of global GDP or USD 2.6 trillion every year (ICC et al., 2009).
- Capable and adequately-resourced public organisations are key to the delivery of public services and form an essential part of the enabling environment for attracting investment and supporting private sector development.
- Strong tax administrations and sound public financial management help maximise the domestic resources that are necessary for government to function to:
  - ✓ sustain social safety nets,
  - ✓ maintain long-term fiscal sustainability, and
  - ✓ free up fiscal space for pursuing socio-economic objectives.



# Enabling Environment for Strong, Capable and Effective Institutions

## Institutional Enablers

- Inclusive governments
- An active civil society
- Responsive and equitable policies;
- Access to information and proactive transparency
- Appointment of people with high integrity

## Institutional Enablers

- Adequate resourcing
- A dynamic, pluralistic and free media helps keep citizens informed and empowers them to scrutinise and hold government to account for decisions and results.
- Citizen Affirmation
- Leadership obliging and deferment

# The Essence of Institutional Resilience

A recent World Bank Independent Evaluation Group report defined resilience as a country's capacity to prevent, mitigate and/or respond effectively to shocks (World Bank, 2019[1]).

It is clear that more resilient institutions are needed in the context of a global pandemic,

The War in the Ukraine has presented different dynamics for Institutional resilience

COVID-19 calls attention to the importance of resilient institutions to navigate this and other crises and support a sustainable recovery in developed and developing countries.

Institutional resilience is the ability of a social system (society, community, organisation) to absorb and recover from external shocks, while positively adapting and transforming to address long-term changes and uncertainty (Anderson and Tollenaere, 2020; Juncos & Joseph, 2020; Aligicia & Tarko, 2014).



# Achieving Institutional Resilience

- Institutional resilience comprises capacity to deliver and enhance results over time, credibly, legitimately and adaptively; as well as the ability to manage shocks and change.
- To strengthen institutional resilience, development co-operation actors are encouraged to identify and build on local knowledge, experience and sources of resilience.
- Institutional resilience can be built by expanding and replicating local-level successes and by leveraging an institution's social capital to mediate state-society relations.
- It is widely understood that resilience is not an isolated characteristic or feature of institutions, but rather is the product or function of a virtuous cycle of institutional performance, (Barma, Huybens and Vinuela, 2014[2]).
- More than mere absorptive capacity or "speed of recovery" (Aligicia and Tarko, 2014[3]), institutional resilience is thus the product of how an institution has evolved over time, its inclusivity or exclusivity, and its trust norms and networks (Adger, 2006[4]).
- State-society relations and expectations also underpin and generate institutional resilience,
- Resilience depends on innovation and creative socio-cultural adaptations that are only made possible by flexible and polycentric institutional processes (Aligicia and Tarko, 2014[3]).

# Building Blocks for effective, accountable, and inclusive institutions for all



The SDGs has put forward a number of possible targets to “build effective, inclusive institutions at all levels”;

Substantially reducing corruption and bribery in all its forms

- developing effective, accountable and transparent institutions at all levels
- ensuring responsive, inclusive, participatory and representative decision-making at all levels

ensuring public access to information and protecting fundamental freedoms, in accordance with national legislation and international agreements Sources: (OWG Outcome Document July 19, 2014); North, 1990; Rodrik, 2011; Rodrik et al., 2004; Acemoglu and Robinson, 2012).

# The Infrastructure for Effective, Accountable and Inclusive Institutions

Staffed with men and Women of integrity, Ethics and beyond reproach Professionalism

Constitutionally Guaranteed Independence

Sufficient Budgetary Allocation

Consequential Decision making

16-Sep-22

# Conclusion



“Africa doesn't need strongmen, it needs strong institutions”: Obama July 2009, Accra, Ghana

AFRICAN ASSOCIATION FOR  
PUBLIC ADMINISTRATION AND  
MANAGEMENT (AAPAM)



ASSOCIATION AFRICAINE POUR  
L'ADMINISTRATION PUBLIQUE  
ET LE MANAGEMENT (AAPAM)

**Batho Pele**  
Putting People First



We Belong



We Care



We Serve

