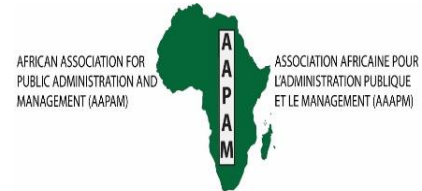


Programme Report



STRONG NATIONS FOR AFRICA PROGRAMME

Kenya School of Government, Nairobi

24TH – 28TH July 2023

ONLINE SESSION RECORDINGS

Session 1 - Leadership in the African Continent: Strong People, Strong

<https://drive.google.com/file/d/19alxO69rCPBnAMUWMUjewe0CVH-0gymV/view?usp=sharing>

Session 2: How can I stay motivated and resilient as public servant

https://drive.google.com/file/d/1y_Wx9PuQHWKeY-FCSmVL4ee8K5CCsfUQ/view?usp=sharing

Session 3: Navigating organizational inflection moments.

https://drive.google.com/file/d/13ePiGTOzO8nhsfW_9ny9yQPRH1LMK9rC/view?usp=sharing

Session 4 - Leadership in the African Continent: Strong People, Strong

https://drive.google.com/file/d/1_LUOXgAs0nFPa_MNDIkGc4PvINBYZGDG/view?usp=sharing

INTRODUCTION

1. The Chandler Institute of Governance (CIG) in collaboration with the African Association for Public Administration and Management (AAPAM) held an international programme hosted by the Kenya School of Government, Nairobi campus, on **24th – 28th July 2023**. The programme targeting senior officials in positions of leadership in Africa was convened under the topic ***“Strong Nations for Africa Programme.”***

2. The conference attracted (21) participants from (10) countries attended the conference. The countries represented were:
 - a) **Ghana**
 - b) **Kenya**
 - c) **Malawi**
 - d) **Mauritius**
 - e) **Niger**
 - f) **Rwanda**
 - g) **South Africa**
 - h) **Tanzania**
 - i) **Uganda**
 - j) **Zambia**

OPENING AND WELCOMING REMARKS

3. Prof Nura Mohamed, the Director Finance & Administration at the Kenya School of Government (KSG) welcomed the delegates to Kenya and shared that the Kenya School of Government whose mandate is building the capacity of the public service, was committed to contributing to Africa’s Agenda 2063 through platforms such as the *“Strong Nations for Africa Programme”*.

4. Mr. Kenneth Sim, the Dean of the Chandler Academy of Governance, introduced the institute's mission and activities. The Chandler institute aims to support governments worldwide by conducting research, organizing conferences, and offering advisory services for government projects. Mr. Sim highlighted the institute's commitment to establishing a presence in Africa to enhance its support for the continent. The Strong Nations for Africa Programme was introduced as a platform to share best practices within Africa and internationally, fostering networking and peer relationships among African leaders to promote strong nations. He noted

that the programme was divided into three phases. Segment 1 was the current programme in Nairobi under the theme "Understanding and Stewarding Strong Nations," segment 2 would be conducted online with the theme "Developing the Leader in You," and segment 3 was scheduled to be hosted in Singapore with the theme "Building Wise and Prosperous Nations."

5. Dr. George Scott, the Secretary General of AAPAM, expressed his gratitude to all the delegates for their participation in the programme. He also extended his appreciation to the Kenya School of Government (KSG) for providing its facilities for the event. Dr. Scott highlighted AAPAM's main objective, which is to enhance the capacity of public service in Africa to enable governments to deliver efficient and effective services to their constituents. This vision led to the collaboration with the Chandler Institute to develop the "Strong Nations for Africa" program, which aims to foster stronger and more prosperous nations on the continent.

6. Mr. Amos Njoroge Gathecha, the Principal Secretary of the State Department for Public Service in the Ministry of Public Service, Gender, and Affirmative Action, underscored the importance of collaboration for Africa's advancement. He emphasized the need to comprehend the factors that contribute to the strengths of nations and the responsibilities involved in fostering their growth and development. Despite Africa's abundance of resources and cultural diversity, it encounters developmental challenges. Mr. Gathecha stressed the significance of partnerships among international organizations, governments, civil society, and the private sector to empower a strong Africa. He explained that strong nations ensure political stability, economic growth, social cohesion, and effective addressing of issues like poverty and corruption, leading to sustainable development and an improved quality of life. He advocated for investing in human capital, adopting sustainable development practices, and addressing challenges through holistic approaches. It was emphasized that understanding and nurturing strong nations in Africa is critical for the continent's progress and prosperity. Mr Gathecha officially declared the ***“Strong Nations for Africa Programme”*** open on 24th July 2023.

KEYNOTE ADDRESS
(AMBASSADOR FRANCIS MUTHAURA)

7. Ambassador Francis Muthaura, former Head of Kenya's Civil Service and Secretary to the Cabinet provided the keynote address. The address underscored the crucial role of the public service in a country's development, particularly in shaping the nation's vision and formulating long-term strategies. African nations were urged to focus on industrialization to create value from existing resources and tackle unemployment, this could be through the introduction of a Think Tank aimed at fostering innovative solutions. Human capital development and effective public service leadership, characterized by competence, accountability, result-based management, teamwork, and continuous learning, were highlighted as vital factors for progress. Ensuring national unity and cohesion, where every citizen feels cared for and fairly treated, is a state responsibility. Learning from experiences and best practices, both within Africa and from countries like Singapore through organizations such as CIG and AAPAM, was encouraged. Ambassador Muthaura's ended his address by noting that the public service was the driving force and enabler for a nation's development.

PARTICIPANT'S EXPECTATIONS

8. The delegates expressed their expectations for the "*Strong Nations for Africa Programme*". Delegates looked forward to acquiring key skills necessary for building strong nations. Participants were encouraged to examine why certain initiatives may not be yielding desired results and to strengthen their capacity to navigate various dynamics within the public service. This programme also provided the platform for networking and learning from others, as well as reflecting on the alignment between policies and their implementation. Participants were keen on delving into discussions around ensuring food security, particularly in the context of agricultural development. The programme was also an opportunity for sharing and learning from each other's challenges and opportunities, fostering partnerships with other countries, and implementing performance-based management. Furthermore, delegates looked forward to exploring the strategies for enhancing service delivery and promoting youth engagement in public service.

PRESENTATIONS, DISCUSSION AND OBSERVATIONS

ON TENETS OF A STRONG NATION IN THE AFRICAN CONTINENT

(PROF. JOHN-MARY KAUZYA)

9. The session stressed that Africa's diversity should be viewed as a valuable strength and resource, urging Africans to embrace and utilize it for the continent's development. The building of a great nation is not solely reliant on natural resources or military power, but on the collective efforts of hardworking citizens. Strong nations are characterized by shared values, effective leadership, robust institutions, and the determination of the people. It was emphasized that resources, military strength, and national pride alone cannot make a nation strong. The session underscored that strong institutions are shaped by the people and their leadership, and Africa has the potential to foster strong nations by mobilizing its people and creating a unified vision for the future. Recognizing and leveraging Africa's diversity, as well as the role of its people in building strong nations with enduring institutions, is of utmost importance for the continent's progress and prosperity.

**ON LEVERAGING POTENTIAL OF THE PEOPLE TO DRIVE TRANSFORMATION
AND DEVELOPMENT
(DR. DAVID MUTURI)**

10. This session focused on the potential of communities to develop themselves through positive engagement and contribution to their own development processes. It stressed that leveraging this potential is essential, and it is the people, not just leaders, who play a central role in a country's development, with leadership playing an inspirational and mobilization role. The focus areas for leveraging community potential include addressing the needs of the most marginalized, listening to and implementing solutions that benefit the people, and ensuring no one is left behind. Liberating communities from dependency syndrome and promoting equitable decision-making processes were identified as crucial aspects leading transformation. Community engagement was highlighted as vital for ownership of strategic documents, promoting buy-in for policy choices, increasing accountability, and driving positive change.
11. The delegates reviewed philosophies that guide national strategies in Africa such as Harambee in Kenya, Ubudehe in Rwanda, and Ujamaa in Tanzania. These were cited as successful community engagement concepts that inspire participation, self-help, mutual assistance, and cooperative economics the case study. The session underscored the

importance of preserving and leveraging African cultures for development while learning from historical governance experiences to build more inclusive and successful societies.

ON LESSONS FROM HISTORY: THE RISE AND FALL OF NATIONS

(MR. KENNETH SIM)

12. Discussions focused on the informative nature of history in understanding the rise and fall of nations. Drawing examples from past empires and countries, the session highlighted repetitive patterns that can offer valuable lessons for current leaders. The delegates were presented with two distinct patterns: Rye Diallo's "big cycle," involving major conflicts, periods of peace and prosperity, financial bubbles, turmoil, and the emergence of new empires shaping the new world order, and John Glubbs' humanistic approach, spanning from collective thinking ("we") to individualistic thinking ("me"), and encompassing cyclic stages towards the rise and fall of nations from pioneers, conquests, commerce, affluence, intellect, decadence, and decline. During the ensuing discussion, participants explored various theories explaining the rise and fall of nations, including the influence of geography and biology, the significance of institutions (inclusive vs. extractive), and the impact of military power on resource allocation decisions.

13. The delegates recognized the importance of learning from historical patterns and adopting a forward-thinking approach to address their nations' development and sustainability. They emphasized the value of strong institutions, sound resource allocation, and the need for multilateral relationships with other countries. The discussion also highlighted the interconnectedness of nations and the impact of external factors, underlining the necessity for collaborative approaches to address global challenges. By drawing insights from history and theoretical frameworks, the session provided a platform for leaders to better navigate the complexities of building and maintaining strong nations in an ever-evolving world.

ON VALUES, PRINCIPLES AND PROMISES EMBEDDED IN THE 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT AND AFRICA 2063 DEVELOPMENT STRATEGIES

(DR. PRISCA OLUOCH)

14. This session defined strong nations from an African perspective as envisioning a prosperous and integrated nation, characterized by good governance, democracy, peace, security, and a strong cultural identity. This relies on inclusive growth, sustainable development, and harnessing the potential of African people, especially women and youth, while ensuring the well-being of children. The discussion highlighted the importance of a leader's temperament and training, emphasizing that good leadership is context driven. Leaving no one behind, and improving policy implementation were identified as crucial aspects toward building strong nations. The discussion explored the nexus between Agenda 2063 and Sustainable Development Goals. The alignment of the Africa frameworks with the SDGs, demonstrates the comprehensive and interconnected approach of Agenda 2063 towards sustainable development and growth in Africa, emphasizing the importance of collaboration, inclusivity, and building strong institutions.

ON IMPLEMENTING PRINCIPLES OF EFFECTIVE GOVERNANCE TO DEVELOP STRONG NATIONS AND ENSURE ACCOUNTABLE STEWARDSHIP

(PROF. JOHN-MARY KAUZYA)

15. This session highlighted the optimistic vision presented by the 2030 Agenda and Africa Agenda 2063 towards improving the performance of the public service. However, governance systems, leadership, and local communities were identified as obstacles to implementation of Africa agendas. Discussions also highlighted the UN Committee of Experts on Public Administration (CEPA) principles of effective governance, with the session focusing on effectiveness, accountability, and inclusiveness to bridge the gap between existing values and those needed for successful governance. It was emphasized that equity, diversity, and strong leadership are crucial factors in achieving effective governance and ensuring the successful implementation of the agendas in Africa.

16. Discussions also centered around the importance of strong leadership focused on the betterment of society rather than personal gain. The role of societal culture in shaping leadership behaviour and the mutual collaboration between administration and society were highlighted as essential components of modern government. The quest for effective governance necessitates rejecting negative external influences and embracing values of peace and security from the Africa 2063 strategy. It was noted that leaders must be aware of

their responsibility to work for the benefit of the society they serve. Additionally, Africa's diversity should be seen as a resource that when harnessed and valued, can drive development. To achieve the principles of effective governance, Africa must prioritize the values expressed in both the 2030 Agenda and Africa Agenda 2063 strategies, embracing equity and inclusiveness, and promoting collaboration and transparency.

ON LEVERAGING DIGITAL TRANSFORMATION FOR EFFECTIVE SERVICE DELIVERY

(DR. PURITY GITONGA)

17. The session discussed the responsibility of public officers who hold positions of authority and manage significant resources in the public service, which comes with the requirement to uphold public trust. Public servants are involved in providing social services, policy formulation, program implementation, and regulatory functions. To address challenges in the public service, it was noted that digital transformation is crucial, with characteristics including quality, accessibility, affordability, adequate resources, and well-trained staff. The session noted that when the public service falls short of expectations, it can be characterized by long queues, delays, apathy, inefficiency, and unsuitable environments.

18. Efficiency and effectiveness in service delivery were discussed, with efficiency focusing on process optimization and effectiveness on achieving results through innovation. Digital transformation emerged as a crucial factor in improving service delivery, data-driven decision-making, and citizen experiences. Delegates shared examples of how their governments leveraged technology, through digitization of services and simplification of service delivery through AI. Discussion however raised concerns on the extent to which technological advancements were unregulated, the emergence of gaps in digital skills, and budget constraints. Delegates were in agreement that reskilling for the digital era and effective regulation were essential for managing the impacts of technology and ensuring inclusivity and progress for all. The session concluded with the recognition that the public service's transformation requires a forward-looking approach and balancing innovation with careful consideration of societal needs and challenges.

ON LEVERAGING DIGITAL TRANSFORMATION FOR EFFECTIVE SERVICE DELIVERY

(cont'd)

(DR. JOHN-MARY KAUZYA)

19. The delegates were taken through digital government interaction. In digital governance, the focus lies on society-centric, citizen-centric, and government-centric approaches. The advantages were found to include faster service delivery, transparency, accountability, cost reduction, and increased accessibility for citizens. However, drawbacks include the loss of personal interactions, technology-related concerns, cyber security fears, cultural norm infringements, and exclusion of the less privileged. The session acknowledged that addressing challenges requires caution in adopting new technology, managing AI risks, tackling existing inequalities, narrowing the digital divide, safeguarding privacy, and implementing robust policies and legal frameworks. By fostering responsible digital governance and advocating for its implementation, the session concluded that governments can harness its benefits while minimizing potential downsides by ensuring inclusivity and security in digital transformation.

STUDY VISIT TO THE HUDUMA CENTRE HEADQUARTERS IN NAIROBI, KENYA

20. The delegation visited Kenya's Huduma Centre which is a government institution that brings together ninety-four (94) government services across thirty-five (35) ministries, using technology to provide end-to-end service delivery. The staff, drawn from various agencies, adhere to behavioural standards and values such as courtesy, innovation, integrity, transparency, and passion. Despite facing challenges with customer expectations and facility limitations, the centre strives to maintain a 100% satisfaction policy through service evaluations and an extended operating hours program. The Huduma Kenya Secretariat oversees the centre's programs, which includes a feedback system for improvement. The centre operates with a virtual computer system and follows a universal agency model to enhance efficiency and accessibility. Through technology-driven solutions and dedicated staff, Huduma Centre aims to optimize public service delivery in Kenya.

**ON PROMOTING CREATIVITY, INNOVATION AND HOMETGROWN SOLUTIONS FOR
TRANSFORMATION IN SERVICE DELIVERY AND DEVELOPMENT**

(MR SIMEON ANGOTE)

21. The session recognized AAPAM's Innovation Management Awards (IMA) awards and the United Nations Public Service Awards in highlighting and promoting creativity and innovation in public service delivery. As societies face complex challenges, such as poverty, disease, conflict, and environmental degradation, the need for more efficient and effective methods of service delivery becomes paramount. The submissions to these awards have showcased a wide range of innovative approaches, not only from affluent nations but also from developing countries. This has demonstrated that innovation knows no boundaries and can thrive regardless of a country's economic status.
22. The session noted that innovation breeds further innovation fostered by organizations that encourage creativity through feedback, diversity, technology investment, and open communication. ICT plays a crucial role in facilitating innovation by enabling efficient communication, data analysis, and development of new solutions. To systematically support innovation, institutionalization of innovation infrastructure the session acknowledged that this is necessary. Partnerships and collaboration also play a significant role by allowing public service organizations to leverage expertise and resources for impactful solutions. The session agreed that a future-oriented, long-term perspective, effective leadership, community engagement, monitoring, and teamwork foster a culture of innovation in the public service and address society's evolving challenges effectively.

ON STRENGTHENING ANTI-CORRUPTION INSTITUTIONAL ECOSYSTEMS AND PRACTICES

(DR. PURITY GITONGA)

23. The session discussed the public sector's responsibility towards service delivery. African Nations face various obstacles such as high unemployment rates, inadequate HR strategies, flawed procurement practices, and nepotism. Sub-Saharan Africa's public sector is especially affected by corruption, with widespread malpractice deeply ingrained in society. Corruption involves the misuse of power for personal gain and public detriment, and it manifests in actions like extortion, embezzlement of public funds, and bribery. Corruption hinders economic and social development, robbing ordinary people of opportunities to progress and prosper. The

session however noted that to combat corruption, African nations had established institutions and practices such as anticorruption commissions, wealth declaration forms, lifestyle audits, legislative measures, and ethics committees, but their effectiveness was deemed partial, and there was a call for more effort, including education to change mindsets and promote integrity.

24. In the discussion, participants identified various manifestations of corruption in their institutions, such as favouritism, nepotism, bribery, and embezzlement. While some countries have implemented education campaigns and zero-tolerance approaches, the effectiveness of anti-corruption practices varies. Whistle-blowing mechanisms are not consistently followed up, and fear of reprisals hinders reporting. The discussion raised questions about how to make anti-corruption practices more effective and emphasized the need for stronger implementation and enforcement of existing measures. Delegates recognized the importance of integrating anti-corruption education into the school curriculum and fostering a culture of ethics and integrity within institutions. They highlighted the significance of creating a supportive environment for whistle-blowers to come forward without fear of retaliation.

25. The discussions explored the missing links in combating corruption and pondered how leaders can effectively fight corruption. Delegates stressed the need for continuous efforts to strengthen anti-corruption practices and institutions. Ensuring transparency, accountability, and strong leadership were seen as essential elements in the fight against corruption. The question whether a well-raised individual can engage in corruption, highlighting the importance of addressing corruption at both individual and systemic levels to create a more ethical and accountable society.

STRENGTHENING PUBLIC POLICY AND PROJECT IMPLEMENTATION FOR GOVERNMENT EFFECTIVENESS

(MR. SIMEON ANGOTE)

26. This session explored public policy and its complexities influenced by imperfect individuals facing difficult choices, which can lead to imperfect outcomes. Politics plays a significant role in decision-making, and information may vary depending on the context. The public sector is constantly evolving, and policies are shaped by various factors such as the constitution, national vision, and international obligations. Research, negotiations, and public participation are crucial in policymaking, but citizen access to providing their views can be limited in some African countries.

27. This session noted that even with comprehensive research and formulation, policies may not always be effectively implemented due to various reasons, including resource constraints, lack of agreement with donor policies, and weak implementation structures. Public servants hold considerable power in policy implementation, and their commitment and capability plays a vital role. Managing corruption, change, and insufficient resources, along with addressing the lack of skills, knowledge, and attitude, is essential to ensure successful policy implementation and achievement of desired outcomes. The session concluded by noting that public policy should therefore not be solely controlled by politicians, but a broader involvement of stakeholders is necessary to achieve better results.

CLOSING REMARKS

28. Ms. Xin Ping notified the delegates that the online segment was scheduled from **7th to 10th August at 2PM EAT**, while the Singapore segment would take place from **28th August to 1st September**. Delegates were advised to facilitate their meals, visa, passport, yellow fever and Covid-19 requirements, security, and immigration upon arrival to Singapore.

29. Dr. Scott expressed his gratitude towards the delegates for their active participation throughout the programme. He also extended his thanks to the Director General of the Kenya School of Government for the school's support in the programme. Dr. Scott encouraged the delegates to continue their engagement with research and publications and invited them to develop articles for publishing in the AAPAM journal. He noted that the event was concluding on a positive note, and acknowledged the valuable contributions of the attendees towards fostering a spirit of collaboration and knowledge sharing.

30. Dr. Prisca urged the delegates to adopt the knowledge acquired during this program in their respective countries and also urged them to share their knowledge with others in their respective countries. On behalf of the Director General KSG, Dr. Prisca Oluoch declared segment one: **“Strong Nations for Africa”** officially closed on **28th July 2023**

DONE IN NAIROBI, KENYA

28TH JULY 2023