

AFRICAN ASSOCIATION FOR  
PUBLIC ADMINISTRATION AND  
MANAGEMENT (AAPAM)



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

## COMMUNIQUÉ

### LEADERSHIP CAPACITIES AND COMPETENCIES FOR AN EFFECTIVE PUBLIC ADMINISTRATION

- I. The African Association for Public Administration and Management (AAPAM) in collaboration with the African Peer Review Mechanism (APRM) held an international seminar hosted by the Kenya School of Government, Mombasa campus, on **26<sup>th</sup> – 29<sup>th</sup> September 2023**. The programme targeting senior officials in positions of leadership in Africa was convened under the topic ***“Leadership Capacities and Competencies for an Effective Public Administration”***.
- II. The conference attracted eighty two (82) participants from twelve (12) countries attended the conference. The countries represented were:  
**Botswana, Egypt, Ghana, Kenya, Liberia, Namibia, Nigeria, Sierra Leone, South Sudan, Tanzania, Uganda, Zambia**

### OPENING REMARKS

- III. Dr. George Scott, Secretary General, African Association of Public Management (AAPAM) recognized that the yearly seminar had evolved into an international audience and thanked the Kenya School of Government (KSG) and the Ministry of Public Service Gender and Affirmative Action for availing its facilities and resources for the conference. Dr. Scott reiterated AAPAM's commitment to building Africa's public service. He highlighted programs such as
  - i. Trainers of Trainers Programme in collaboration with Palestine

- ii. Strong Nations for Africa programme in collaboration with the Chandler Institute of Governance (CIG)
- iii. Development of a Toolkit in collaboration with the African Peer Review Mechanism APRM
- iv. Introduction of a webinar-based training in 2024

Dr. Scott also announced free membership for all participants of the seminar for a period of one year.

- IV. Prof. Ludeki Chweya, Director General, Kenya School of Government (KSG) commended AAPAM and the leadership of Dr. Scott in enhancing African public service capacity. He emphasized on the relevance of the theme in addressing Africa's leadership needs and appreciated the role of the public service in national transformation. He added that it is urgent that African countries achieve prosperity just like the Western and Asian nations by focusing on industrialization and shifting their economies from export of raw material to manufactured and export of processed goods. He concluded by introducing delegates to KSG's Leadership Program for National Transformation and urged them to enroll through KSG's website.
- V. Hon. Phillip Tetema, Deputy Minister, Ministry of Public Administration and Political Affairs, Sierra Leone appreciated the theme of leadership in Africa, he recognized that the seminar would provide a drive for participants to lead change as they went back to their countries. The AAPAM and APRM seminar was crucial to challenging the status quo.

## KEYNOTE ADDRESS

- VI. Mr. Amos Gathecha (EBS), Principal Secretary, Ministry of Public Service Gender and Affirmative Action, delivered the keynote address. The address underscored Kenya's commitment to professionalizing its public service as enshrined in Chapter 13 of the Kenyan constitution. Due to shocks such as Covid19, Industrialization, and Climate change, the importance of re-skilling the public service was emphasized. It is important that home grown ideas and solutions solve African issues. Mental health was highlighted and its impact on productivity among public servants, the government's responsibility in implementing preventive measures to address the problem was noted. PS. Gathecha ended his address by challenging delegates to take mental health breaks regularly and declared the ***"Leadership Capacities and Competencies for an Effective Public Administration"*** official open on September 27, 2023.

## **PRESENTATIONS DISCUSSIONS AND OBSERVATIONS**

### **VII. ON LEADERSHIP TRAINING AND ALIGNMENT TO NATIONAL AND INTERNATIONAL DEVELOPMENT PLANS – (MR. SIMEONE ANGOTE)**

1. Noted that AAPAM's programs have historically focused on strengthening Africa's public service through seminars on strong leaders, strong institutions, and strong nations.
2. This session complemented previous seminars/conferences by focusing on building leaders' capacities through training and recognizing the critical role of leadership in Africa's development.
3. Effective leaders align their agendas with national goals such as the Africa Agenda 2063, Sustainable Development Goals (SDGs), African Continental Free Trade Area (AfCFTA), and Presidential priorities.
4. Leaders are urged to promote values such as honesty, accountability, and uprightness to combat corruption, especially among public servants.
5. Creating an inclusive environment with flexible work schedules and dress codes is essential to accommodate the diverse mindsets of younger public servants.
6. Management Development Institutes (MDIs) play a vital role in development, and collaboration with government institutions to design relevant curricula can improve organizational performance.
7. Identifying competency gaps through organizational analysis is crucial, considering external factors like market demand and internal factors like policy changes.
8. Government strategic plans and competency development should be closely integrated, with MDIs aligning their curricula with government and international plans. In Kenya's case, the focus is on the Bottom-up Economic Transformation Agenda (BETA), emphasizing sectors like Agriculture, MSMEs, Housing, Healthcare, and the Digital Economy. Competency development must evolve to support this dynamic government agenda.

### **VIII. ON ETHICAL LEADERSHIP IN THE PUBLIC SECTOR: PRINCIPLES AND PRACTICES - (DR. PURITY GITONGA)**

1. This session emphasized the significance of ethical leadership as it leaves a lasting impact whether positive or negative, especially for public officials who are responsible for public resources and are currently under greater scrutiny for accountability.
2. Leadership constitutes influence, vision, and results, while ethical leadership constitutes good conduct, empathy, and decision-making with a focus on character and appropriate behavior.
3. Effective leaders achieve goals, satisfy followers' needs, and maintain internal processes, while ethical leadership adds character, integrity, trust, respect, and accountability.

4. Ineffective leadership can be ethical or unethical, but effective leadership results in goal achievement and satisfaction as ethical leaders promote responsible behavior, inclusivity, and competence.
5. The session recommended harmonizing anti-corruption laws within the African Union (AU) to combat corruption effectively.
6. Ethical theories and principles, such as utilitarianism, virtue ethics, and deontological ethics, guide ethical decision-making, along with principles like integrity, honesty, fairness, and keeping promises.
7. Ethical misconduct can result from moral incompetence or environmental influences.
8. Individuals were encouraged to consider the legal implications, public perception, professional standards, and the actions of role models when making ethical decisions.
9. African traditions and values were discussed in the context of leadership and corruption, recognizing that values evolve due to modernization.
10. Challenges in combating corruption, especially political pressures, were acknowledged, with a recommendation for a bottom-up approach focused on the family unit.

#### **IX. ON LEADING ORGANIZATIONAL CHANGE IN THE PUBLIC SECTOR: STRATEGIES AND TOOLS - (PROF NURA MOHAMED)**

1. Leadership in change management compared to walking a tightrope, requiring vision, determination, courage, and balance.
2. Dissatisfaction with the status quo is essential to drive change, especially in rigid public service.
3. Leaders should assess the level of dissatisfaction before initiating change.
4. Key focus areas for expediting positive change: Leadership, Resources, Systems, Culture, and Communication.
5. Being inspirational is crucial for effective leadership.
6. Strategies and tools for change include vision documents, strategic plans, budgets, and performance appraisal.
7. Ongoing reforms in Kenya's public service: Digitization of government processes, Zero-fault audits, Performance management systems.
8. Discussions recognized the complexity of problems in public administration and avoiding one-size-fits-all solutions is crucial.
9. Challenges with the wage bill relative to revenue, with suggested solutions like job evaluations and allowance consolidation.
10. Issue of service duplication due to frequent policy changes driven by political manifestos

#### **X. ON BUILDING AND MANAGING PUBLIC ORGANIZATIONS TO EFFECTIVELY MANAGE RESOURCE - (MR. ANDREW RORI)**

1. Accountability should exceed legal requirements.
2. Budget management is governed by law and requires due process.
3. Planning, Budget implementation, and Auditing are core to management of resources
4. Budgets play a critical role in realizing plans and achieving sustainable economic growth.
5. Efficient and fair revenue administration is vital in challenging economic environments.

6. Revenue generation, primarily through taxation, needs an efficient and accountable administration.
7. Challenges to revenue enhancement include legal constraints and inadequate resources.
8. Good service delivery, budget transparency, and citizen trust are essential for effective governance.
9. Gender-responsive budgeting addresses diverse social group needs by promoting equality,
10. Discussion centered on the linkage between GRB and traditions, allocative efficiency and the benefits of taxation and issues of budget deficit. The session recognized that measures should be customized to each African country as the perspective of gender varied, public officers must be responsible lead from the front.

#### **XI. ON LEADERSHIP DEVELOPMENT AN TALENT MANAGEMENT IN THE PUBLIC SECTOR – (PROF NURA MOHAMED)**

1. Article 260 of the constitution of Kenya defines marginalized communities and youth
2. The government has established various funds to support youth and marginalized groups such as Uwezo fund, Women Enterprise Fund and Youth Enterprise Development Fund.
3. These initiatives provide avenues for promotion of enterprise, enhance access to financial facilities among women, youth, PWDs and needy children. They fund basic services including water and roads, electricity. A percentage of procurement for MDAs in Kenya is also reserved for disadvantaged groups (Public Procurement and Asset Disposal Act)
4. Countries that thrive are the ones with competitive advantage (effective and efficient work force) and not comparative advantage (resource endowment)
5. Talent management means attracting employees with value proposition and aligning strategy.
6. The work environment has changed it is important to foster younger generations at the workplace through mentorship. The current workplace has a flexible work environment, flexible work hours, virtual offices, social media
7. There is a young generation of incoming public servants. Leadership therefore requires guidance, mentorship, and compassion for young people

#### **XII. CONT'D – (MR. ANDREA OTIENO)**

1. The Emerging Leaders Foundation was founded on the backdrop of nurturing young leaders and tapping in to the potential of youth and women to drive positive change
2. The Public Service Emerging Leaders Fellowship Programme (PSELF) aims to create a generation of well trained and ethical leaders in Kenya
3. The fellowship is delivered through mentorship, academic training and hands on experience within government agencies
4. A generation of leaders is emerging with fresh perspectives, innovative ideas and a deeper understanding of the public.
5. Leadership demands a deep sense of ethics, responsibility and accountability.
6. The digital age that is upon us requires both traditional skills and new age technology
7. The session reviewed the PSELF journey and successful fellowship for young aspiring public servants

8. Delegates agreed that young people need to continue receiving mentorship on government protocol. Older public servants also need an attitude change in order to embrace young public servants

### **XIII. INVESTMENT IN E-GOVERNMENT – (DR. SOMAYA HEFNY HEMDAN AHMED)**

1. Africa offers diverse economic opportunities across various sectors, driven by its youthful population.
2. Africa aims to establish an integrated digital economy that enhances the quality of life for its citizens.
3. E-government initiatives are crucial in providing easy access to information, simplifying processes, increasing transparency, and reducing costs.
4. Digital transformation involves the integration of digital technologies across all service sectors and replacing outdated technologies with innovative ones
5. Key steps for successful digital transformation include a comprehensive strategy, commitment of leadership, talent deployment, agile governance, and progress monitoring.
6. Egypt has implemented digital solutions such as the job recruitment portal and AI chatbots to respond to legal and government service queries.
7. Leaders should prioritize flexibility, sustainability, remote work acceptance, and cybersecurity as integral aspects of their digital strategy.
8. Implementing technology should be tied to monitoring key performance indicators for meaningful insights.
9. Quantifying the success of digital transformation is essential
10. Africa has significant potential for benefiting from AI however there are challenges the continent needs to overcome. These include; absence of infrastructure, lack of skills, lack of ai gov policies, lack of stable network connectivity
11. Egypt has established its own cloud storage for government data and established Legal measures and laws are in place to protect digital information in Egypt.

### **XIV. INNOVATION: A BUSINESS RE-ENGINEERING MODEL – (MR. ANDREW RORI)**

1. Women's representation in leadership roles has grown significantly from 13.8% to over 50% currently.
2. Despite progress, an imbalance still exists in leadership positions.
3. Gender-responsive measures such as legal frameworks and Rwanda's 50/50 gender representation have been implemented to promote gender equity.
4. Women's representation in leadership is influenced by family roles, cultural perceptions of leadership, and the scarcity of female role models.
5. Effective leaders exhibit qualities like leading by example, self-sacrifice, inspiring confidence, and seeking advice.

6. A test assessed achievement, self-actualization, and humanistic-encouraging traits (more common in men) as well as affiliative and conventional traits (more common in women).
7. Men and women exhibit different leadership styles, with men tending to be task-oriented and women emphasizing structure, command-driven leadership, independent decision-making, process orientation, and democratic approaches. Men are more likely to display traits like power, competitiveness, and perfectionism in leadership.
8. In various African regions, progress towards gender equality and women's leadership is evident. Liberia made history with the first female African president and multiple female Chief Justices across the continent, but parliamentary representation for women remains limited. Ghana women in leadership positions, enactment of laws against Female Genital Mutilation (FGM). Nigeria Women in STEM, Kenya provisions for gender representation in parliament, establishment of gender-focused institutions, all contributing to greater gender equity in leadership.

#### **XV. GENDERED LEADERSHIP APPROACHES: CONVERGENCE AND DIVERGENCE – (DR. JOSEPHINE MWANZIA)**

1. Hon. Philp Tetema Deputy Minister of Public Administration and Political Affairs
2. Public Servants are facing increasing challenges that require effective leadership.
3. AAPAM recognizes the role of leaders in navigating and managing these challenges
4. This seminar was well designed to address competencies required for leadership.
5. The topic is in line with the Sierra Leone Government pillars of
6. Revamping the public sector architecture and Delivery Efficiency and Professionalism
7. Recognized that the Sierra Leone Government must align to regional and global goals (Africa Agenda 2063 Aspiration 3&4, SDGs Goal 16)
8. Provided the establishing framework for the Public Service Commission of Sierra Leone and the Human Resource Management Office (HRMO) leading the National agenda for the Big 5 Game Changer to create an effective and efficient Public administration in Sierra Leone
9. Sierra Leone is also in the process of revamping its public service architecture and reviewed various initiatives such as Presidential Delivery Unit, Electronic Personnel Management and the and legislations such as the Wages and Compensation Commission Act 2023
10. To conclude by noting that as young public servants join the service it is important to provide space but cautiously. Acknowledged that Africa has a long way to go in digitization, however steps are being taken towards this.

#### **XVI. COUNTRY CASE STUDIES – (HON. PHILLIP TETEMA)**

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#### **XVII. CONT'D – SIMON ANGOTE**

1. Kenya constitution has provisions for capacity building in the public service. The constitution calls for honor and upholding public trust.
2. Citizens entrust power to the president. Kenya has moved from an imperial presidency to democracy.
3. Ministry specific institutes such as Foreign Service academy, National Defence College,
4. KSG Induction programmes for incoming public servants
  - Supervisory skills development programme for upcoming public servants
  - Senior Management Course
5. Professional bodies as a requirement for public servants. KSG hosts KAPAM
6. KSG to establish the Leadership for National Transformation and establish the IGAD Academy
7. The Kenyan Government is committed to public service professionalism

#### **XVIII. THE APRM TOOLKIT/ LEADERSHIP DEVELOPMENT AND TRAINING IN PUBLIC ADMINISTRATION LDT\_PAM TOOLKIT – (MS. JULIE MUIA)**

1. AAPAM aims to promote excellence in public administration.
2. AAPAM is implementing its continental development accelerator which would be realized through Capacity development, Research and knowledge management, Partnership and Collaboration.
3. Some activities undertaken within this framework includes;
  - Palestinian National School of Administration to undertake capacity building in Palestine on development of curriculum. 24 manuals to be developed. AAPAM encouraged members to apply to the program
  - Strong Nations for Africa programme held in Nairobi and Singapore
  - The 42<sup>nd</sup> Annual roundtable in Zambia which brings together AAPAM members in the continent, YPN.



4. The Leadership Development and Training in Public Administration (LDT\_PAM toolkit) was in development in collaboration with APRM. The toolkit recognizes that; Competencies are ever evolving and changing, African countries are at varied development stages, recognizes the gender disparity in capacity building, different culture present in Africa, leadership should be standardized between local and National level.
5. The development of the LDT\_PAM toolkit was done using sound scientific methodology with input from 14 African countries.
6. This toolkit will be dispatched to the AU and scheduled for launch in 2024

## **XIX. DISCUSSIONS**

1. Review of electoral systems may not be necessary but rather the focus should be on building strong institutions. Suggestion to borrow lessons from the Chinese model while prioritizing the development of robust institutions.
2. Kenya's induction program, which involves the use of retirees is praiseworthy for its approach to succession in the public service.
3. There is a need to assess and evaluate the effectiveness of programs and frameworks adopted through benchmarking from other nations.
4. The focus should shift from comparison of Africa's success to Africa to fostering global competitiveness.
5. Collaboration between institutes of public administration in Africa can contribute to creating a forward-looking public service. Additionally, leveraging technology for an industrial revolution and anticipating tomorrow's public service are essential strategies.

## **XX. RECOMMENDATIONS**

1. Request for creation of a WhatsApp group for the seminar delegates
2. The Young Professionals Network (YPN) members require support to attend programs. Need to implement a cross generational seminar for AAPAM.
3. Recommendation that AAPAM facilitates the hearing and visually impaired when administering its programs

## **XXI. CLOSING REMARKS**

1. Delegates recognized the privilege and trust their respective governments had placed on them in attending the Leadership Capacities and Competencies for an Effective Public Administration program. The delegates were eager to implement the resolutions from the Seminar and concluded their remarks by thanking the facilitators and all persons involved in making the program a success.
2. Dr. Scott appreciated the knowledge and experiential exchange from the Seminar. He noted that policy makers needed to be more involved in AAPAM programs. There was also a need for Africans to loosen their borders especially among Africans AAPAM is looking to implement English, French, and Swahili as the official AAPAM languages. He concluded his remarks by inviting delegates to *the 42<sup>nd</sup> Annual Roundtable scheduled for December 5<sup>th</sup> to 8<sup>th</sup> 2023 in Zambia.*

3. Mr. Simon Angote expressed the KSG's privilege in hosting the Seminar which focused on building strong leaders who are ethical. He urged delegates to be agents of change in their home countries. He declared ***the Leadership Capacities and Competencies for an Effective Public Administration*** ***officially closed on September 29, 2023***