

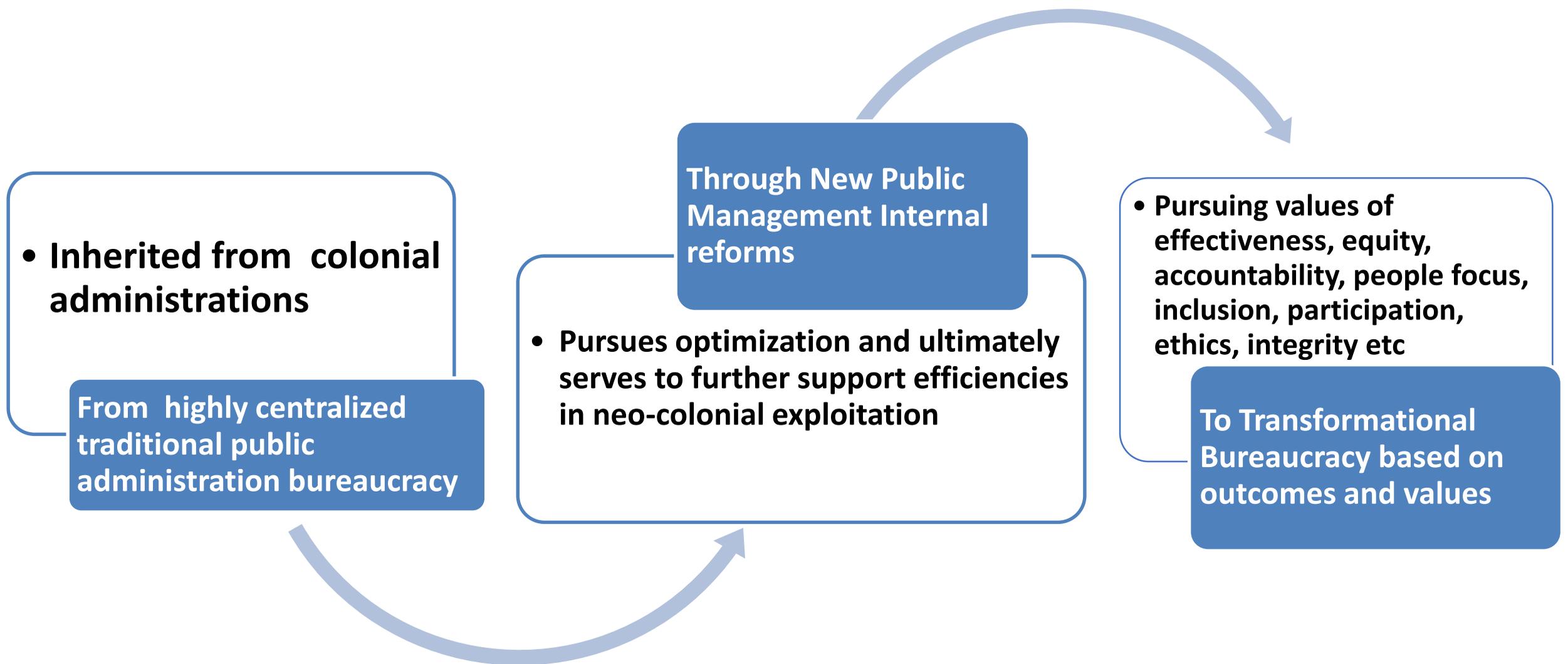
**Reaffirming Public Administration as an Instrument for Achieving Regional  
Integration in Africa: But what Public Administration?**

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## **The focus of the Presentation**

- **Regional Integration: Not just structural entities (AU, EAC, SADC, ECOWAS etc)**
- **Value and outcome-based Public Administration encompassing Societal Development principles, values and transformational developmental aspirations.**
- **Not just the centrality of Public Administration: What Public Administration?**
- **Can Regional Integration Succeed without relevant competent Public Administration?**

# Shifts in conceptualizations of PA



# A process of refinement (not replacement) will create the appropriate PA

## Traditional public administration bureaucracy

- Necessary for rule of law, professionalism & ethics in PA

## New Public Management Internal reform

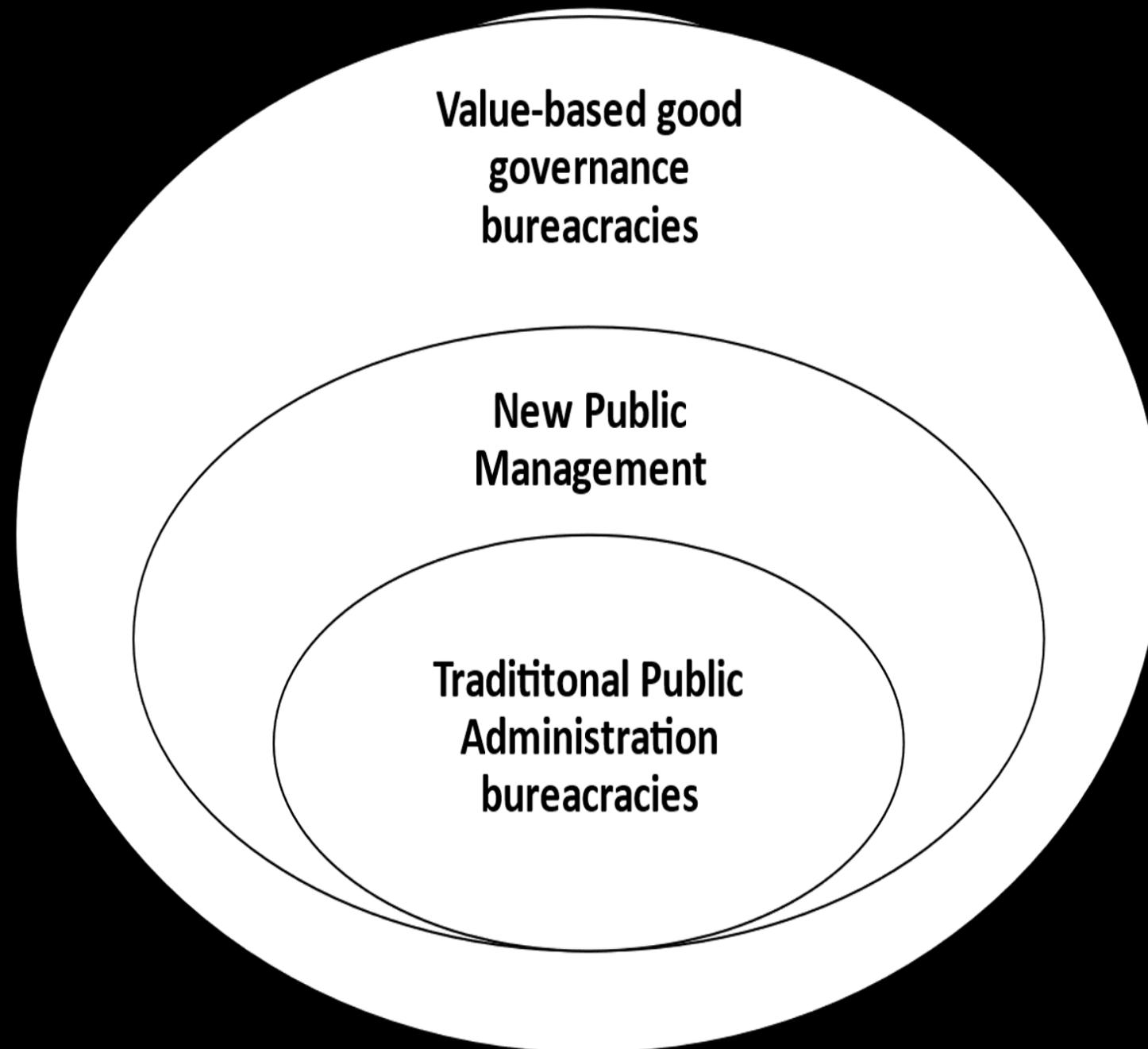
- Promotes organisational inward efficiencies and internal professionalism and accountability

## To Transformational Bureaucracy based on outcomes and values

- Promotes pursuing values of effectiveness, equity, accountability, people focus, inclusion, participation, ethics, integrity : A people focused public administration defining African citizenship for Africans.

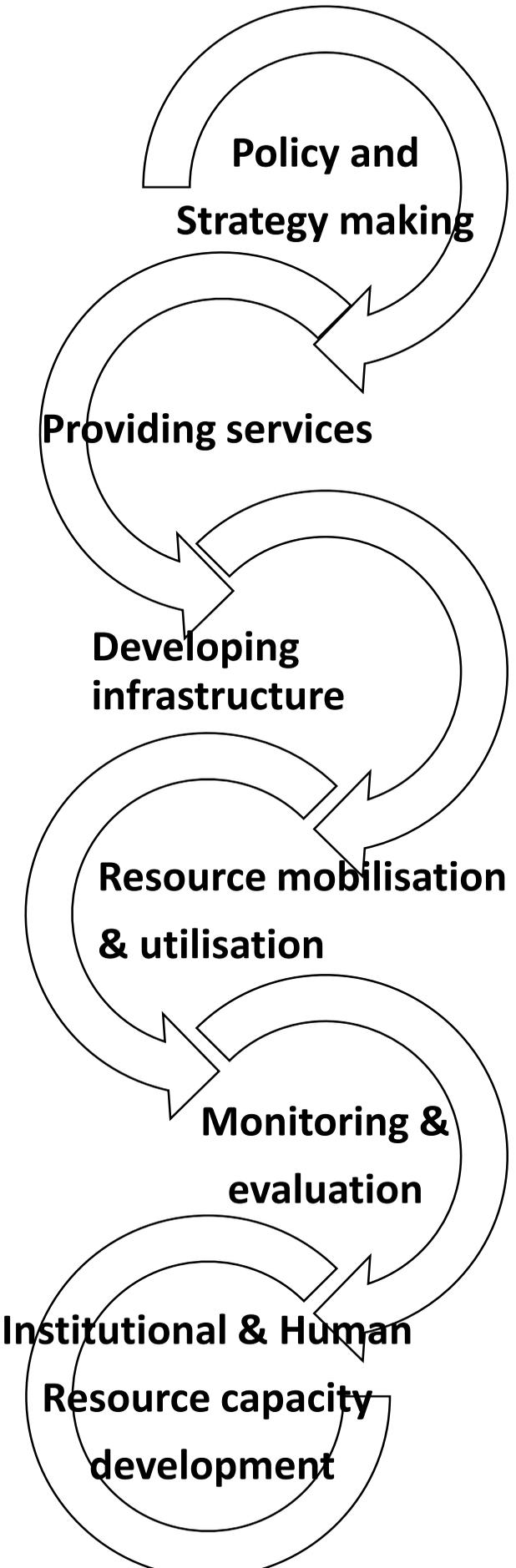
# PA refined and reconceptualized differently

## Conceptualizing Public Sector Governance Transformation Differently



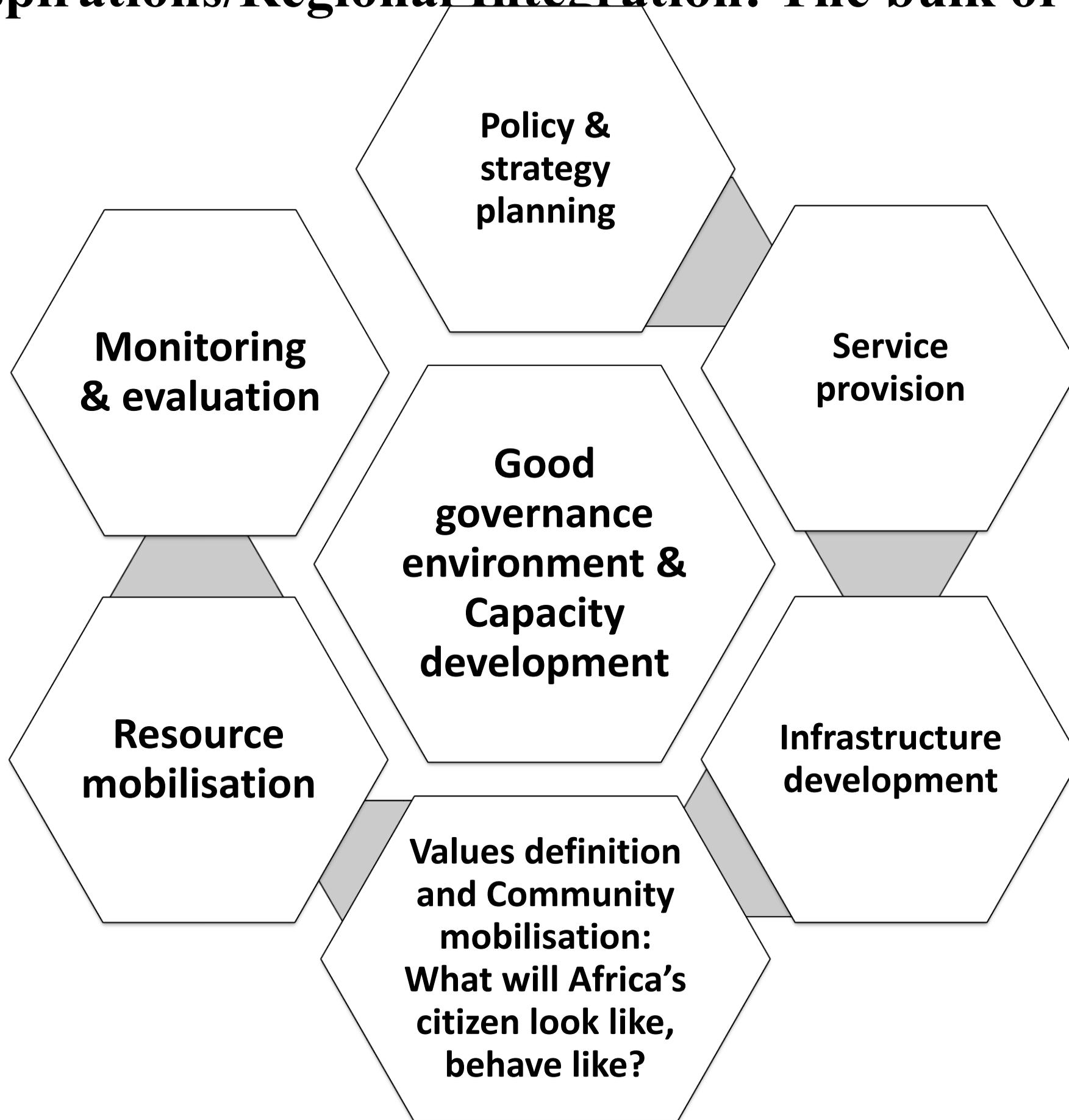
# The Interlocking work of Public Administration as an instrument of governance in action

2



# Public Administration Must deliver & support the delivery of Africa's Aspirations/Regional Integration: The bulk of the work

To



# Adhering to and applying the values and Principles of the 2030 Agenda and Africa's aspirations

**Value-based Transformation : Embracing the Values and Principles of the 2030 Agenda and of Africa's Aspirations Should be the core of Transformational governance, Management and Public Service Leadership**

**The notion of transformation**

**Integration**

**Leaving no one behind**

**Collaboration & Partnerships**

**Effectiveness**

**People focus & Inclusion**

**Accountability**

**Social protection & Social security**

**Resilience**

**Equity & Equality**

**Peace, Safety & Security**

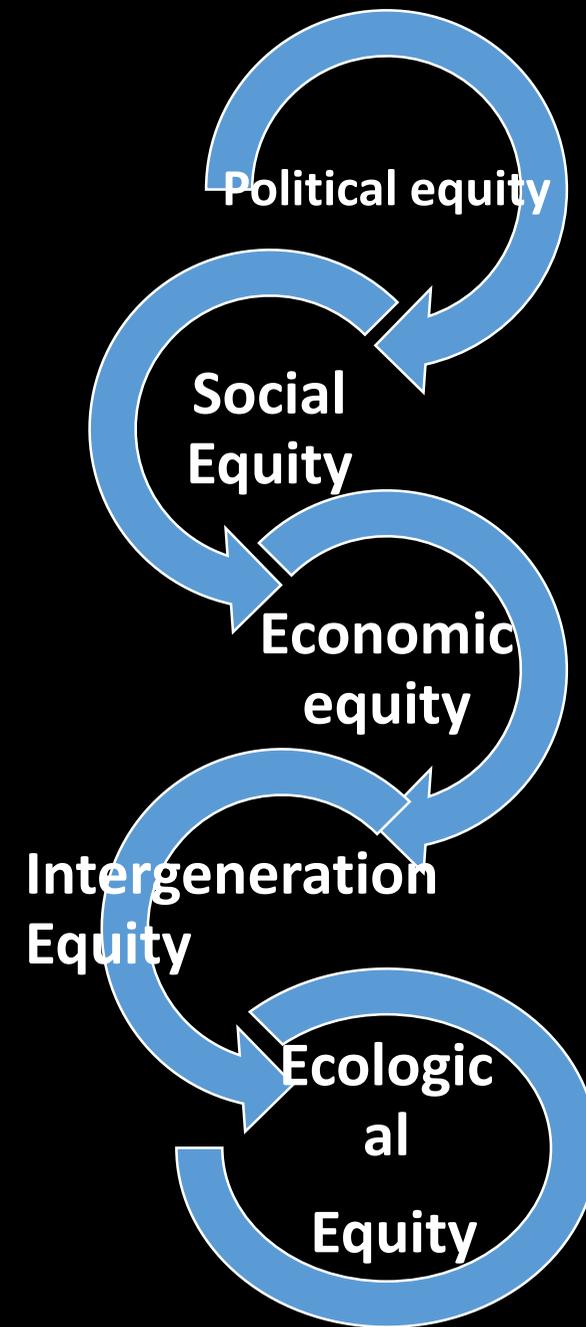
**Future orientation & preparedness**

**Respect for Diversity**

# Acknowledge, Respect, Value and Harness Africa's Diversity

- **Diversity is a fundamental characteristic of societies all over the world.**
- **Depending on how diversity is valued and harnessed, it constitutes a force for development. However, in many countries Diversity is regarded as a problem instead.**
- **The 2030 Agenda commits to respecting diversity as a principle and value of good governance. In fact, it should have focused on valuing diversity. There is a difference between respecting and valuing**
- **Respecting diversity may lead to tolerance. But valuing diversity leads to harnessing it as a force for development:**
- **Unity in diversity requires a thorough understanding and consideration of the vicissitudes of each part and relating it to the whole.**
- **Unfortunately, diversity is being used to fuel destructive conflicts and violence among people**
- **Eg: Gender, race, ethnicity, Culture, Geographical, Beliefs (religious, political etc), Knowledge, Skills**

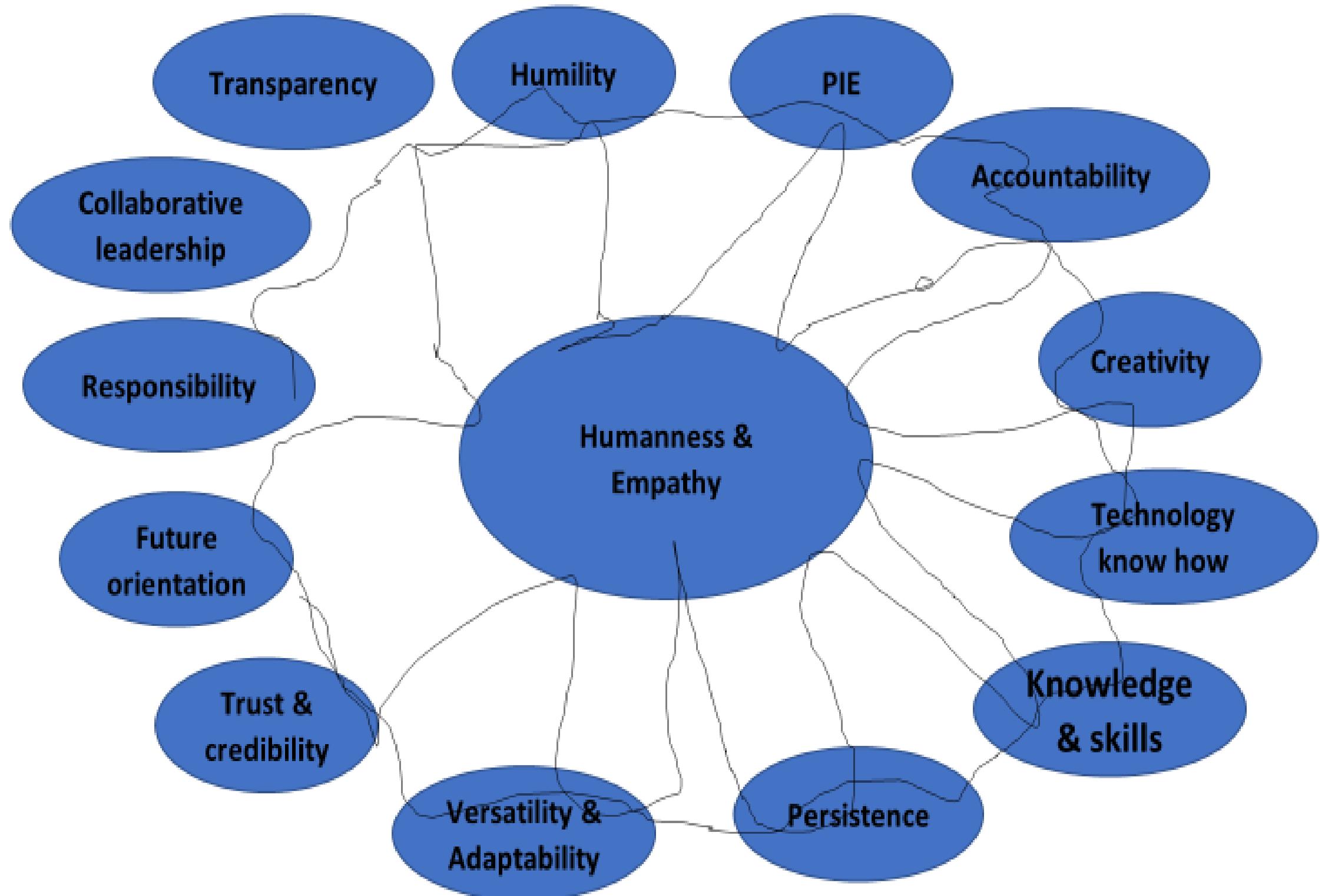
Equity in its five dimensions is a key Value/Principle to be embraced in bringing together Africa



The Public Service is the life blood that runs Public Administration: Must have a similar DNA to work in an integrated way

## Bound to Humanness & Empathy: The DNA of a Public Servant

1



# Find and Instil the correct mindset and competences in Public Servants and People

## Mindset & competences

- **Administrative Competence:** leads compliance with laws and regulations enhancing professionalism, ethics, integrity and rule of law

- **Operational competence:** leads to effective performance in service delivery with services delivered to all

**Mentality:** Belief in law & order and controlled power and authority

**Mentality:** Belief in service, care for people, concern for the poor & vulnerable

- **Integrative Competence:** Leads to equity, inclusion and evenly shared development thus minimizing development related conflict

- **Entrepreneurial Competence:** leads to long term policies, strategies & plans that care for future development needs

**Mentality:** belief in the rights and power of the people, collective action & collaborative impact

**Mentality:** Belief in a better future, propensity for research and excellence, foresight, creativity, innovation

# **Conclusion and Recommendations**

- 1: Africa Agenda 2063, and many national development strategies in Africa are aiming at transformation. Hence the need for highly performing, resilient and humane Public administration, especially at local level for effective, equitable and inclusive delivery of public services.**
- 2: The environment in terms of Public Governance and administration is critical for enhancing resilience and sustaining humanness, competence and positive mindset of public servants. (Remember good swimmers don't like swimming in dirty swimming pools)!**
- 4: Capacity development strategies to focus on competences, changing attitude and mindsets of Public servants and leaders but also on institutions, principles, values, systems and motivating structures .**
- 5: Tooling and retooling the public service in terms of various ICT tools including Artificial intelligence**
- 6: Transforming the Public service to enhance its resilience and humanness should engage the youth including efforts to attract and recruit the best young people in the service and laying out and implementing attractive and motivating succession policies in the Public Service**
- 7: Policies and strategies that make entry into the Public Service attractive to the best, motivating the best performers already in the Public service to enhance retention, and make exit hopeful to smoothen succession through retirement.**
- 8: Promoting creativity and innovation in the Public Service. This underscores the critical work Management Development Institutes and Public Sector Human Resources Managers need to do.**
- 9: For Sustainability of capacity development for a resilience public service, invest in MDIs and most importantly use their research and advice.**