



**AFRICAN ASSOCIATION FOR PUBLIC ADMINISTRATION AND
MANAGEMENT (AAPAM)**

**COMMUNIQUE ISSUED AT THE END OF THE SEMINAR ON
LEADERSHIP IN AN EVOLVING SOCIO-ECONOMIC AND POLITICAL
LANDSCAPE, 24TH – 27TH SEPTEMBER 2024, AT THE KENYA SCHOOL
OF GOVERNMENT, MOMBASA CAMPUS**

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PREAMBLE

Background

The African Association for Public Administration and Management (AAPAM) held a leadership seminar under the theme ‘Leadership In An Evolving Socio-Economic And Political Landscape’ at the Kenya School of Government – Mombasa Campus from 24th to 27th September 2024. The seminar was convened jointly by AAPAM and the Kenya School of Government (KSG) and attracted 70+ public sector practitioners from **Somalia, Zambia, Congo, Tanzania, Ghana, Uganda, Lesotho, and Kenya**. The seminar was opened by the Principal Secretary, Ministry of Public Service and Human Capital Development, Kenya and Vice President, Headquarters, AAPAM, Mr. Amos N. Gathecha EBS, ndc (‘K’). In his keynote address, he stated that there is need for development of leadership capacities in Africa to address global trends such as technological advancements, pandemics, and climate change, while fostering responsible leadership for sustainable development. African leadership must therefore be adaptable, culturally intelligent, and equipped with integrity, decisiveness, and emotional intelligence to navigate the complexities of governance and manage socio-economic and political challenges. The Vice President, HQ, AAPAM invited seminar delegates to the **43rd Annual AAPAM Roundtable Conference on November 26th to 29th 2024** at the **Speke Resort Munyonyo, Kampala, Uganda**

Objectives of the Seminar

The seminar had the following objectives;

1. Strengthen leadership skills for driving institutional transformation and strategic reforms.
2. Foster innovation, creative problem-solving, and best practices in public sector management.
3. Build a collaborative network of African public sector leaders committed to excellence.
4. Align public sector leadership with SDGs and Agenda 2063 for sustainable development.

OBSERVATIONS

Various deliberations took place and the following were deduced:

5. The digital era demands a redefinition of leadership roles, emphasizing the need for leaders to explain, listen, involve, and be decisive. Citizens expect public services to be fast, seamless, and simple, with reduced bureaucracy and improved satisfaction.
6. The digital era is characterized by disruptions in technology (such as Artificial Intelligence), media, security, and geopolitics which are reshaping public service leadership, requiring adaptability.

7. Strategic leadership is about preparing for the future, not predicting it. Great leaders can adapt to unpredictable socio-economic and political landscapes, transforming challenges into opportunities.
8. Strategic leadership should inspire innovation, critical thinking, and collaboration, fostering a culture where debate and learning from failure are encouraged.
9. In the public sector, organizational culture can hinder innovation, and it's important to align organizational culture with strategic goals.
10. Change leadership requires vision, determination, and focus, ensuring balance throughout the transformation process.
11. Personal integrity is the foundation of all integrity forms of integrity including, professional integrity, institutional integrity and societal integrity
12. The consequences for lack of integrity are corruption, tribalism and conflict of interest. This ill lead to a government characterized by diminishing resources, inhibits investments, and cause inflation
13. Taxation has been a subject of political controversy throughout history, with citizenry demanding for better leadership and service delivery for taxes paid
14. Governments need to ensure effective taxation and effective debt management
15. African countries have leveraged on innovative development through precision agriculture, mobile apps for farmers, smart irrigation systems, water management technologies, e-learning platforms
16. Public service is the foundation for national success and its leadership is expected to face various challenges such as demographic shift (surge in youth) workplace shift,
17. Africa when compared to developed countries focus on industry and services and Africa which has lower GDP but focuses on agriculture, minerals, and tourism. Therefore, wealth of a country is not pegged on resource endowment by on productivity of the public service.
18. Leaders must navigate the volatile, uncertain, complex, and ambiguous (VUCA) world by abandoning outdated management practices and adopting flexible strategies.
19. Resilient leaders can absorb crisis impacts by learning and using knowledge for transformation. Resilient leaders also view crises as learning opportunities and make changes based on reflections
20. Effective communication is crucial to maintain trust, deliver accurate information, and avoid rumors.
21. A "borderless leader" possesses cultural intelligence, emotional intelligence, adaptability, trust-building skills, and a geocentric approach that integrates diverse perspectives in decision-making

RESOLUTIONS/RECOMMENDATIONS

Based on the discussion of the seminar, delegates arrived at the following resolutions:

22. Effective leaders should challenge processes, inspire shared visions, enable others to act, model desired behaviors, and encourage resilience and perseverance
23. Leaders must be equipped to handle disruptions in technology, markets, and governance by adopting tools and frameworks for data driven decision making.
24. Leaders should integrate corporate social responsibility (CSR) into their strategies, enhancing reputation and contributing to social and environmental well-being
25. Public servants should utilize the 7 Rs of strategic change management covering reasons for change, risks, resources, responsibilities, and relationships between different changes
26. To ensure integrity the public service must be professionalized, there has to be entrenched patriotism, strengthen the justice system, encourage separation of power, governments must also entrench performance management as a tool of accountability (performance contracting, resolution of public complaints)
27. Call to move away from treating performance management as a mere 'tick in the box' and instead focus on actual productivity, ensuring that performance measures truly reflect outcomes rather than just compliance
28. Leadership should provide value for taxation to its citizenry by providing service delivery in terms of education, health and infrastructure.
29. To get out of the debt trap, leaders must develop strategies to mitigate economic burden, enhance governance, fix revenue loopholes, and restructure debt portfolios
30. African governments should pursue collaboration for collective negotiation of debt, cross border taxation and support comparative advantage to build its own markets
31. Leaders should mentor youth on government protocol, confidentiality, institutional culture and performance and productivity
32. Global leaders must transcend cultural differences, harness digital tools, promote ethical standards, and foster inclusive cooperation to address complex challenges like climate change and economic inequality

CONCLUSION

33. Closing remarks were provided by the chief guest, Wisdom Bwalya, Permanent Secretary, Cabinet Office, Republic of Zambia who encouraged delegates to implement the resolution emerging from the seminar. He officially closed the seminar on September 27, 2024.
34. The communiqué that arose from the seminar on ‘Leadership In An Evolving Socio-Economic And Political Landscape’ as prepared by the rapporteur will be implemented by the delegates with support from AAPAM and relevant stakeholders. The implementation of the above resolutions shall be monitored and reported during the next leadership seminar.

Signed by:

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Rapporteur, AAPAM

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