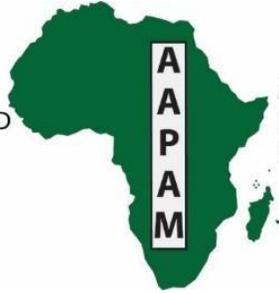


AFRICAN ASSOCIATION FOR  
PUBLIC ADMINISTRATION AND  
MANAGEMENT (AAPAM)



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



## **Seminar Concept Note**

**Theme: Leadership for Transforming Public Institutions in  
Africa**

**Venue: Kenya School of Government, Mombasa**

**Dates: 6<sup>th</sup> – 8<sup>th</sup> September 2022**

**Registration Fees: Local USD \$700 International USD \$800**

## Background

According to 1993 Nobel laureate Douglass North, Institutions are the humanly devised constraints that structure political, economic and social interaction which consists of both informal constraints and formal rules<sup>1</sup>. His research draws parallels on how a broader institutional context sets the stage for economic interactions emphasizing the importance of strong institutions as anchors for development. Subsequent studies have similarly shown strong linkages between the quality of African institutions and the state of governance and socio-economic development on the African continent.

The historical background of African institutions puts into context the philosophies that governed institutions to ensure cohesion, peace and prosperity, by this assertion, institutions in African traditional societies were found to be both functional and resilient. The advent of colonialism and the birth of the post-colonial state is argued to be the genesis of the crisis of institutions in Africa<sup>2</sup>. At the operational level, institutional dysfunction can be attributed to the lack of sufficient capacity to implement and enforce rules, weak incentive structures to encourage compliance with institutions, and the poor quality of leadership on the continent.

Theoretically, there are many explanations as to why institutions fail to function efficiently and conditions under which institutional change can take place optimally. The rational choice theory for instance, places emphasis on the individual actor (s) and their ability to make rational decisions imperative for a functional institution. Emphasis on a human approach therefore needs to be supported with rules, laws and policies that provide checks and balances to gear the actor (s) towards rational choice. A key assumption of this theory is that the actor (s) would always act in a rational manner.

Historical institutionalism perspective on the other hand, holds significant insight into the relationship between specific institutions and the political, economic, social and cultural contexts in which they exist. This theory esteems institutions as the legacy of specific historical

---

<sup>1</sup> Journal of Economic Perspectives — Volume 5, Number 1 — Winter 1991 — Pages 97–1  
<https://pubs.aeaweb.org/doi/pdfplus/10.1257/jep.5.1.97>

<sup>2</sup> Nganje F. (2015), *Moving Beyond Africa's Crisis of Institutions*. Occasional paper 222,  
[https://media.africaportal.org/documents/saia\\_sop\\_222\\_nganje\\_20151012.pdf](https://media.africaportal.org/documents/saia_sop_222_nganje_20151012.pdf)

processes and constellations, which go on to influence the way in which political actors define their interests and objectives.

From the theories, parallels can be drawn on the importance placed on actor(s) as a key variable in the characteristic of an institution, the leadership style including, values, ideas and beliefs aspect cascading effect on the institution. Sven Steinmo (2008), argues that institutions evolve when strong actors have the will and ability to change institutions in favour of new ideas and creative solutions to collective action problems. Institutional change is seen rather as a process of transformation that results from the interaction of different social and political logics within a given society.

## **Context**

Institutions are the policies, legal frameworks, informal norms and codes of conduct that create the incentives that drive government decision-making, the behaviour of public sector workers, resource allocation and ultimately the exercise of power within the state bureaucracy. Institutions characteristically draw from the current realities, the continuous state of flux of institutions make them both efficient and adaptable. Evidently, African institutions have undergone transformations in an effort to address challenges including the COVID-19 pandemic which presented the most significant challenge that African institutions faced.

The aspirations of Agenda 2063 and the SDG 16 make a clarion call for strengthening national institutions as a lever for sustainable development. An indication of implementation can be evaluated on 3 main indicators; Leadership, capacity of human capital and the quality of services delivered. The International Development Association (IDA) highlights key achievements in the African continent between 2015- 2018 including:

- Burkina Faso- timely and reliable statistics reports and annual products, were published on time.
- Burundi - 9% of ISTEEDU (Burundi Institute of Statistics and Economic Studies) staff were trained and evaluated on the design and analysis of statistics products, of whom 25%

were women. In 2017, 60 statistics products were publicly available to users through the ISTEEBU website.

- Ghana- eTransform Ghana improved the efficiency and coverage of government service delivery using information and communication technologies. The number of days required to get a birth certificate decreased to 7 days in 2018. The number of days required to process a company's registration decreased to 2 in 2018 CEPA principles of accountability, inclusiveness and effectiveness.
- During COVID- 19 public institutions in Africa strengthened their capacity in providing government services digitally where significant gains were reported in e-govenment services.

### **The Link between Institutions and leadership**

The impact of good leaders in public institutions cannot be overlooked, at the 8<sup>th</sup> World Government Summit, Hon. Minister Azucena María Arbeleche Minister of Economy and Finance, Uruguay was awarded the best minister in the world award, the award recognized her outstanding achievements in spearheading her country's efforts to drive economic recovery with the highest exports in its history and high rate of job creation. In Kenya, Amb. Francis Muthaura- former head of public service became synonymous with the Kenya Public Service, his exceptional leadership earned him the reputable AAPAM Gold medal Award in 2015 at the 36<sup>th</sup> Roundtable conference held in Rabat, Morocco. It was notably at the same Roundtable conference that Kenya earned the gold award for the Huduma Center innovation. The efforts of the former South African president Thabo Mbeki in transforming the normative and institutional landscape of the continent similarly underscores the importance of responsible and visionary leadership in institution building. The late AAPAM President Roland Msiska will be fondly remembered as a pan-African who diligently served in the government of Zambia.

Former head of public service of Uganda Dr. John Mitala is celebrated for his more than 48 years of public service as a true proponent of the civil service and code of ethics, his outstanding performance was noted in Uganda and generally in the East African Community.

Through this seminar, we will examine the leadership aspect as an integral element to transforming public institutions in Africa by reviewing the inarguable correlation between good leadership and strong institutions. The seminar builds on the outcome of the 40<sup>th</sup> Roundtable Conference held in Cairo, Egypt in 2019 which acknowledged that institutions and leadership were cojoined and none could function effectively without the enabling level of the other. This seminar is the 2<sup>nd</sup> edition of the Leadership series launched by AAPAM in November 2021 at the Leadership conference on Leadership, Public Service for National Development: A Continental Approach. This seminar will also see the launch of the **AAPAM Emeritus programme** focusing on “Service beyond Office”.

### **Areas of discussion/ Sub-themes**

- Strong institutions envisioned by Agenda 2063 and SDGs
- Resilient public institutions to build back better
- Strongmen and strong institutions
- Transformational leadership for effective public institutions in Africa
- Pervading challenges in public institutions
- Corruption as a deterrent to institutional capacity
- Inclusive leadership; role of women, youth and people with special need in transforming institutions
- Role of technology in enhancing accountability and effectiveness in public institutions
- Country case studies

### **Seminar Objectives**

The seminar aims to:

- Examine the correlation between institutional leadership, performance and development
- Initiate dialogue, discussion and positive thought on inclusive leadership as a strategy for strengthening institutions
- Identify the technological opportunities for enhancing institutional capacity
- Debate the merits and flaws of the strongmen and strong institutions narrative
- Embed the role of the academia in the research for transforming institutions
- Examine cases of successful institutional transformation in Africa

- Propose actionable recommendations for policy guidance on transformation of public institutions
- Launch the emeritus programme

### **Target Audience**

The programme embraces a whole of government approach to development; therefore it is important that governments, county, national, and local institutions, including regulators and professional bodies, agencies, corporations, think tanks, young professionals, researchers, NGOs, private sector and media engage in meaningful dialogue on strategies to strengthen leadership capacities with the aim of transforming public institutions in Africa.

### **Expected Results**

The seminar aims to:

- Develop a firm understanding on the importance of leadership in transforming public institutions in Africa
- Affirm the importance of capacity building and training for professionalizing and transforming PAM
- Encourage the adoption of 4IR as accelerators for transforming institutions
- Formulate actionable recommendations for African governments to address institutional challenges in Africa

### **Methodology**

- Plenary presentation
- Discussions
- Debate sessions
- Study tour

### **Languages**

The programme will be conducted in English.

### **Accreditation**

Delegates will be issued with certificates of participation on completion of the program.

### **Monitoring and Evaluation**

Delegates will be required to fill an online M&E questionnaire assessing the effectiveness of the training programme.

### **Duration of the Training**

The duration for formal training programme will be three days (3) days from 6<sup>th</sup> to 8<sup>th</sup> September 2022 from 9.00 am to 4.00 pm at the Kenya School of Government, Mombasa.

### **COVID-19 Safety Protocol**

In compliance with the World Health Organization and the Center for Disease Control (CDC) all delegates must wear a face mask at all times, hand washing stations will be available at the venue. The organizers will ensure that social distancing regulations are adhered to at all times. All international delegates are required to have a negative PCR test result to enter the Republic of Kenya, a QR Code is also required. There will be a PCR test organized for international delegates before departure. Fully vaccinated people are highly encouraged to register for the programme. Vaccination may be provided at the venue. In cases where participants require to quarantine, AAPAM will advise accordingly.

### **Registration Fees and Details**

All delegates will be required to register online on [www.aapam.org](http://www.aapam.org)

Delegates from host Country- **USD\$ 700**

Delegates from other Countries – **USD\$ 800**

Kindly note that deadline for registration is 24<sup>th</sup> August 2022, participants who do not register online could miss delegate kits. In few cases participants could register at the conference table Participation fees shall be paid three weeks in advance by bank transfer to the AAPAM Account whose details are as follows:

**AAPAM A/C FCY 1103297694**

**Kenya Commercial Bank Milimani Branch**

**P.O. Box 69695, Nairobi**

**Tel: +254 20 2719433/2719434/2719470 SWIFT CODE: KCBLKENX**

**Or**

**AAPAM MPESA PAYBILL NO: 4035177**

**Account: Your Name**

### **Hotel Accommodation and Transport**

A list of recommended hotels is posted on the AAPAM website [www.aapam.org](http://www.aapam.org) and provided on the information sheet. Transport will be provided from airport to venue and approved accommodation sites.

### **CONTACTS:**

**The African Association for Public Administration and Management (AAPAM) Secretariat**

P.O. Box 48677, 00100 GPO Nairobi, Kenya

Tel: +254 20 2629650, +254 712366 787

Email: [clifford@aapam.org](mailto:clifford@aapam.org) or [info@aapam.org](mailto:info@aapam.org)

## **About the Hosting Institution**

### **The African Association for Public Administration and Management (AAPAM)**

The African Association for Public Administration and Management (AAPAM) is an international professional organization that promotes best practice, excellence and professionalism in public administration and management in Africa through research, publications, training, seminars, consultancy, conferences and awards. AAPAM draws its membership from sectors including governments, corporate bodies, private sector, civil society, international organizations, individual members and students. The Association provides its members with a platform for articulation and dissemination of ideas on capacity building and development of Africa. AAPAM operates mainly but not exclusively in Africa.

### **The Kenya School of Government (KSG)**

The Kenya School of Government (KSG) is a State Corporation established to offer management training, research, consultancy, and advisory services to the public sector. The school has been instrumental in setting up fast track management strategies through the observance of high standards of integrity, competence, ethics, and a culture of transparency whilst implementing the provisions of her mandate. Today it offers services to both National and County governments, private sector players as well as those from the Non-Governmental Organizations (NGOs).